# TEAMSTERS FOR A DEMOCRATIC UNION

# ORGANIZERS MANUAL

*Written by and for the rank and file*

*Published by The Teamster Rank & File Educational And Legal Defense Foundation.*

*September, 1978*
*Other sub-sections to be added.*

## *INTRODUCTION TO MANUAL*

This TDU Organizers Manual is designed for you. It is being prepared to help you by providing knowledge and experience gained by TDU activities and Chapters over the past two years of organizing Chapters, putting out newsletters, and other activists You may be doing some of these same things for the first time. Not all the ideas here will fit your situation, but we are certain you will gain some new and useful ideas.

Here we have put down the ideas and experiences that others may have found out the hard way. In your organizing efforts, you will make mistakes, but some mistakes you don't have to make because you can benefit from the experience of others. To build a solid organization that can lead and act in all types of circumstances we must have many leaders who know how to do a lot of different things. None of us know all of what we need—but we can all learn.

This manual is not complete as is. You will receive this manual in installments as the TDU National Office gets sections of it ready. Your name will go on a record card and each time there are five or more sections printed, they will be mailed to you immediately.

Each Chapter will receive one *free* copy of this manual. We cannot afford to make multiple copies available to the Chapters, so after the first free copy, the Chapters or individuals may purchase additional manuals with all the inserts for a year from the 1978 convention.

You are *encouraged* to copy sections of this manual that others may need. There is no copywright for the rank and file! This information is by and for the rank and file and should be as available to everyone as possible. Extra copies of each section are available separately from the TDU office for a small fee.

There is something else unique about this manual. It is written and organized in a looseleaf notebook so that it can be revised as we get more information and gain more experience without revising the whole manual. We want your feedback, both positive and negative. You can add your own comments in the wide margins, or in the ample white space available in some of the sections. You can add notebook paper between sections so there is plenty of room to make comments and note additional ideas not included in the manual. You can personalize this manual for yourself and your Chapter. For example; after a Chapter meeting, you could sit down and make notes in the manual about lessons learned or things that you want to remember to do before the next Chapter meeting like—remember to bring a change box, or ideas about how to chair the meeting better. In this way the manual becomes a working, active manual.

## *SUGGESTIONS FOR HOW TO USE THE MANUAL*

1. Take time to sit down and read it and become familiar with the range of things that are offered in the manual.

2. Then when you are ready to begin some tasks (like distribution of petitions, running a raffle, or putting out a press statement) look it up in the manual and see if there are ideas or suggestions that will help you do it more effectively.

3. It's good to check the manual once again just before the event to make sure that you have not left anything out.

4. Add your own comments and information to make the book as helpful to you and your Chapter as possible. We have had the persons with the most experience in a given area write for the manual or we have taken information from other sources. But you will find your own ways, somewhat different than those suggested, and then your manual becomes the "collector" of your Chapter's knowledge and experience.

5. Bring the manual to all steering committee meetings as a resource book. When your steering committee meeting evaluates the success of a given event, you should record the evaluation in the manual on plain notebook paper in the relevant section ie., lead time needed to collect raffle tickets or cautions about a wildcat strike, or a clever way to get something on the floor of your union meeting.

6. The manual can only be as good as the organizing experience of the rank and file, so *please* jot down your comments and send them to us so they can be incorporated the next time a particular section is revised. Or give us a call to share your ideas and to tell us what you like and what else you would like to see included in the manual.

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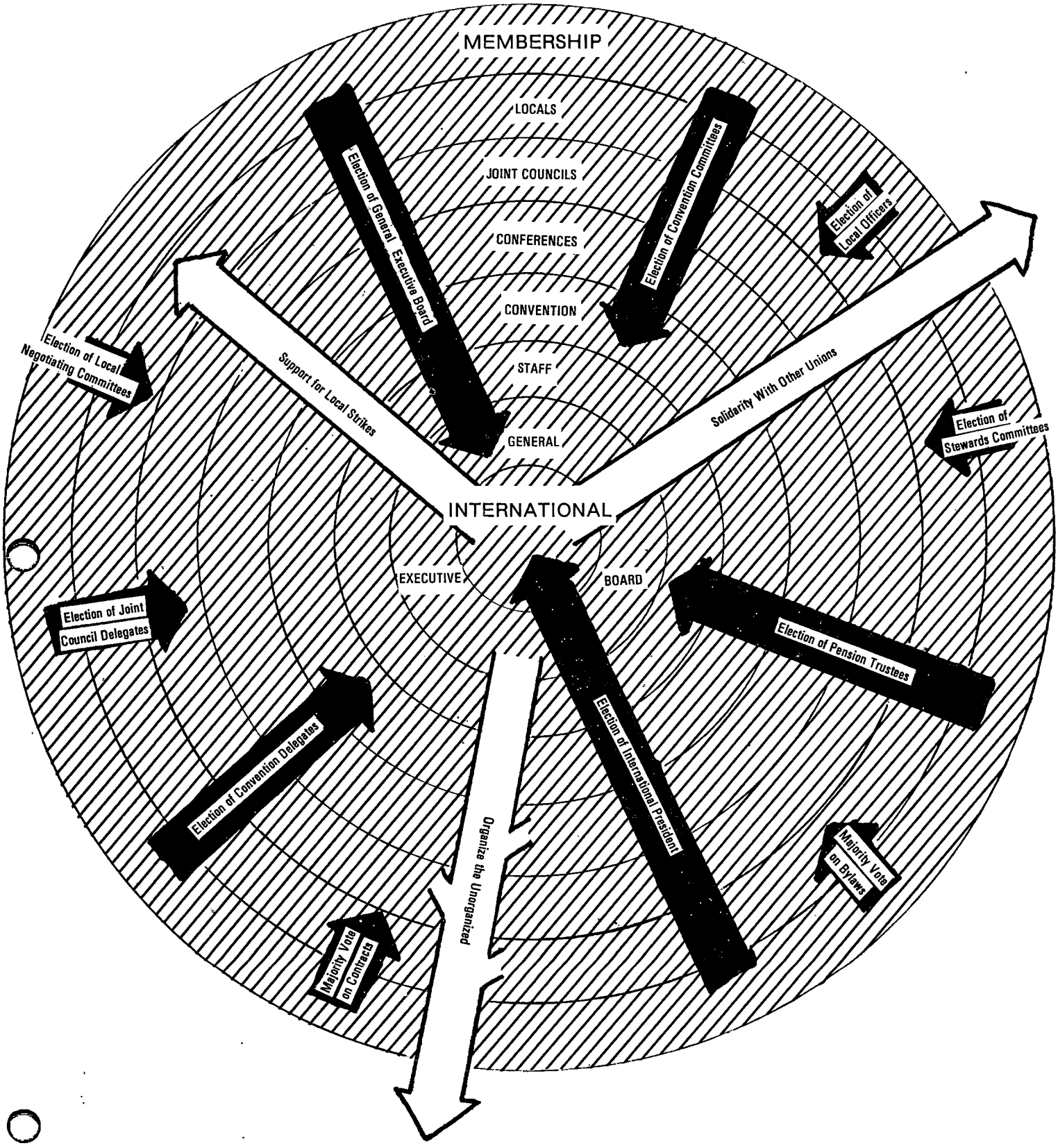
# RANK AND FILE CONTROL




# OR, WHO WILL HAVE THE POWER.

# INTRODUCTION TO TDU

This section explains what TDU is and how we got started. It could be used as the basis for explaining to new people about TDU and the rank and file movement in the Teamsters. You could also use it as the basis for giving a talk about TDU at your founding meeting, or as a resource you might want to refer back to periodically.

## WHAT IS TDU?

TDU is an organization of Teamsters who are fed up with the lack of democracy in our Union. It is an organization of Teamsters who are seeking to return control over the policy-making decisions to the membership where it belongs. It is time to regain the rights that have been stolen from us and to stop conditions at the work place from going down hill. Our union leadership won't, so we must.

## TDU'S ORIGIN

TDU grew out of the fight for a decent contract in 1975-76. "Teamsters for a Decent Contract" (TDC) was a movement that organized to start winning what the rank and file wanted in their national contract—NMFA. TDC's influence grew more than anyone had expected among city and over the road drivers, UPS people, and carhaulers, grocery, and others. TDC circulated contract demand petitions collecting over 25,000 signatures. It held membership rallies, sending 100 delegates to picket the International Headquarters in Washington, January, 1976. TDC carried the fight for a decent contract into locals across the country.

Because the rank and file pressure created by the TDC campaign grew, Fitz was forced to up his demands. He increased the money demands and won a no ceiling cost of living clause as a result, showing what an organized rank and file movement can do even when small. Fitz called a phoney three-day strike to let us all "blow off steam." In most areas, it worked. Only in Detroit, in Fitzsimmons' home Local 299, where TDC was well-organized, were we able to stay out on our own a few extra days.

But TDC won more than just a little better contract. We won the realization that Teamsters across the country were fed up and were ready to fight for their rights. Two months after the strike, the IBT convention was held in Las Vegas. TDC was there picketing outside while we had a few delegates inside. Pete Camarata of TDC carried our "banner" inside the convention making the motion limiting officers' salaries and for the right to vote on our supplements. He also cast the lone dissenting vote against Frank Fitzsimmons. Fitz told us to "Go to Hell," but we told him through Doug Allen, Local 208, Los Angeles, who was among the picketers outside the convention, "We will go to Hell and back to reform our Union."

Meanwhile, representatives from TDC groupings around the country met in Cleveland and voted to form a national group and to change the name from TDC to Teamsters for a Democratic Union (TDU). We called for the TDU founding convention in September, 1976 which was held in Kent, Ohio.

## TDU'S PRINCIPLES

TDU's principles were set forth in the TDU Constitution which was worked out and adopted at the founding convention. (Note: Booklet from founding convention, **A Cause Worth Trucking For**, has constitution and resolutions adopted.) Unlike some other reform attempts, usually of a local nature, we didn't try to set ourselves any "savior". We weren't looking for another Jimmy Hoffa or the federal government or lawyers and their courts to win our union back for us. We realized that our long range goals could only be achieved by restructuring the union by changing local by-laws and the International Constitution, not by just electing new leaders. To make these changes, we understood that we must set

up a grassroots organization, based on local chapters, which would unite all rank and file Teamsters who wanted to bring the Teamsters Union back under the control of working Teamsters. So, through our constitution, TDU was set up as a model of democracy for all to see and for all Teamsters and their spouses to participate in. TDU encourages spouses to be full members with voting rights and the right to run for office within TDU.

## TDU'S FOUNDATION

Over the next year, 1976-77, we laid a solid foundation for TDU. We established chapters across the country, set up a national legal network, and a tax-exempt Educational and Legal Defense Foundation. We did not limit ourselves to working only on contracts, but, through our chapters, led efforts to reform local by-laws and win the right to elect stewards and BAs. We kept in touch with our members and other Teamsters through **CONVOY** and local chapter papers and newsletters. We developed a more professional organization which can do research on companies, provide the legal expertise and workplace experience to protect rank and file Teamsters, and put out our own educational materials.

Probably the most important thing we did was just **stay around**. The Union leadership and the companies tried everything to stop us. They tried to expel our members in Detroit, Pittsburgh, and Oakland, but we won. They tried to fire some of our leaders, but they are still working. They called us Communist-funded, Rockefeller-funded, or un-funded. They tried to buy some of us off and scare off the others. Jackie Presser personally picketed both our Conventions with his high-price PR men next to him issuing phoney statements and derogatory charges.

Inspite of everything they tried to do to us, we didn't disappear, but kept **growing**. They scared a few away, but others kept joining and are still joining. They can't stop us because we don't do this for fun, but because strengthening our union and making it more democratic is our survival.

## TDU GROWS UP

On these foundations, TDU is starting to take off now. In August of 1978, as this organizers manual is being written, we have 25 chapters across the country. **CONVOY** has a press run of 45,000 copies a month, while our chapters put out another 20 newspapers and newsletters. Some of our chapters have developed some real rank and file power. In Pittsburgh and Western PA., for instance, TDU is a force to be dealt with, and the union officials and employers know it. The same applies to Detroit, Fitzsimmons' home turf. And way out in Britiish Columbia (Canada), the top officers in the largest Teamster local in Canada joined TDU. Other officers, although not many yet, are working with TDU. In Wisconsin, TDU candidates swept the elections in Local 75 in early 1978. In Los Angeles and other areas, we are gaining recognition from active Teamsters who aren't satisfied with just griping and who want to do something about bringing the union back to the members.

Some Teamsters come to TDU when they need help with representation or when productivity quotas are being rammed down their throats or when they aren't being paid their comparison wages under the special commodities rider. The Orange County TDU put it this way on a T-shirt decal: "If you ask your union to do it for you, and instead they do it to you, **JOIN TDU**".

## WHERE DO THINGS STAND NOW WITH TDU

We have a lots of plans at this point, especially for the upcoming national

# TDU Constitution

## ARTICLE ONE: NAME

This organization shall be known as **Teamsters for a Democratic Union** [TDU]. Whenever this organization shall use the word "Teamsters", whether in this constitution or any other TDU document, it shall be understood that this also applies to members of the Chicago Truck Drivers Union (CTDU).

## ARTICLE TWO: OBJECT

The object of this organization is to build a national, unified movement of rank and file Teamsters that is organized to fight for rank and file rights on the job and in the Union. We aim to bring the Teamsters Union back to the membership. We do not advocate secession from the Teamsters Union, or "dual unionism" in any form whatsoever.

This organization shall seek to unite with all bona fide rank and file Teamster groups. With that purpose in mind, TDU will strive to develop common areas of work, a unified strategy, and a coordinated leadership with any other such groups. Where such other groups have a proven strength and individual identity, they shall not be required to give up that identity. Rather, we would seek agreement on strategy and program and a leadership that would strengthen the rank and file movement.

## ARTICLE THREE: NATIONAL ORGANIZATION

This national movement shall be based on individual members and on local chapters of Teamsters organized under the same name. The highest policy making body of the movement shall be the annual convention. The national movement shall elect a National Steering Committee (NSC) as the body to govern it between conventions of the TDU.

## ARTICLE FOUR: LOCAL ORGANIZATION

This organization shall build and be built upon local chapters in cities or individual union jurisdictions with elected steering committees to lead those chapters.

## ARTICLE FIVE: NATIONAL STEERING COMMITTEE RESPONSIBILITIES

It shall be required of the NSC that they provide leadership for the organization between conventions. The NSC shall have the power to choose administrative people to help run the organization should finances permit. The NSC is entrusted with the power to make certain that the will of the organization, as decided at the annual convention, is carried out.

The National Convention shall elect the National Steering Committee and three (3) numbered alternates, with the alternates being used to fill any possible permanent vacancies that may occur in the National Steering Committee. The size of the NSC shall be set by the convention.

It shall also be a particular responsibility of the NSC to:

- put out a national paper.
- manage national finances.
- keep communications going within the group and between chapters.
- support local chapters in their activities and help build and coordinate regional activities.
- coordinate national campaigns as needed.
- plan the national conventions.
- raise funds for the defense of individuals and Local Unions who are interfered with by the International or Local officials through illegal trusteeship, denial of pensions, improper handling of grievances, etc.
- establish a Defense Committee to provide, but not be limited to, legal and financial support for individuals and local TDU-affiliates as needed.
- raise funds.
- support local election campaigns of TDU-affiliated groups.

The NSC needs to be absolutely representative of the organization, but also of a size and from a close enough geographical area to actually meet. By virtue of their election, all NSC members are expected to attend all the NSC meetings in the absence of a good excuse, such as family emergency or work.

Finally, it shall be the responsibility of the NSC to elect a person from its own ranks who will be known as the National Secretary (NS).

## ARTICLE SIX: NATIONAL SECRETARY RESPONSIBILITIES

It shall be required of the National Secretary (NS) that he or she coordinate the day-to-day functioning of the national TDU. The NS shall **not** be empowered with decision making power as regards national policies and or programs. The NS shall be immediately responsible at all times to the direction of the NSC. The National Secretary shall preside over all NSC meetings and the annual convention and shall appoint a parliamentarian and recording secretary for meetings of these bodies.

## ARTICLE SEVEN: CHAPTER RESPONSIBILITES

Local chapters shall be active in local issues, grievances, contracts and try to publish local newsletters or newspapers as organs of TDU. Local chapters shall be responsible for their own finances. Local chapters shall follow policies agreed to by the organization at the annual convention.

## ARTICLE EIGHT: INDIVIDUAL MEMBER RESPONSIBILITIES

All individual members of TDU must pay dues and work to build the TDU. All members shall be expected to distribute TDU literature in their area and take part in TDU activities. It shall be required of every member that he or she follow the policies agreed to at the convention.

Any TDU member who is elected to TDU office will be responsible to the body that elected that member.

Individual members who run for union office shall run as candidates of TDU who are dedicated to building rank and file power and supporting the TDU program. Candidates who gain union office as TDU candidates will be held to the TDU program they ran on. They shall be expected to continue to vocally and actively support the same policies and continue to build TDU.

## ARTICLE NINE: RESPONSIBILITIES OF THE NATIONAL CONVENTION

It is recognized that the national convention is the highest body and holds ultimate decision making power in the TDU. As such, it is required of the national convention that a policy and program for the coming year be decided upon for the guidance of the National Steering Committee and members and chapters.

All votes taken within this organization shall be decided by simple majority (50% plus 1).

## ARTICLE TEN: RIGHTS AND RESPONSIBILITIES OF MEMBERSHIP

All Teamsters and Teamster spouses are eligible to become members of TDU. All individual members have equal rights to vote, run for office, etc. Each member must pay dues and assume membership as an individual. Any TDU member has the right to attend the national convention. All TDU members who are in attendance have the right to full voting and discussion rights on all matters before the convention. While individual members have full rights to attend and speak in an orderly manner in meetings of the NSC, only duly elected members of the NSC (and also elected alternates filling permanent vacancies) shall have the right to vote on matter before it.

## ARTICLE ELEVEN: EXPULSION

No member may be expelled from TDU unless there is clear, documented proof that such member has used the resources of TDU for personal financial gain.

## ARTICLE TWELVE: FINANCES

Every member of TDU shall be required to pay a minimum yearly membership dues to the

contracts. We Teamsters need to build a movement over the next few months around the freight, UPS, carhauling, grocery, and other contracts. This is not just important for TDU, but for **all** Teamsters. Look what happened to the miners when the companies tried to take away their rights and their leaders didn't fight back. They were forced to lead a 110 day strike. We don't think Fitzsimmons will protect us when the employers try to take away our rights. We judge by the way that he protects our pensions, working conditions, etc.

But the bottom line is this—It is up to us whether we want to get involved in this movement, because no one else can do it for us. The National TDU Office can help us. They will do everything they can to help us get started, but only we can carry it through.

To get started, we ask eveyone to join. It costs $10 a year compared to the $200 you pay in dues. Beyond that, we can discuss plans for getting better organized here, like distributing literature or organizing for union meetings, changing the by-laws, dealing with important grievances or local contracts, or starting a local newspaper. That's what we're here for. To get organized.

# TDU STRUCTURE

Because TDU is a grassroots organization fighting for democracy in the Teamsters Union, our structure is tailored to meet these needs. Unlike the IBT, we hold our convention every year, and any TDU member can attend with voting rights. The National Steering Committee is elected at each convention. There are no appointed offices in TDU. Any TDU member can propose an amendment, and only a majority vote is necessary for it to be passed.

Our structure is set forth in the TDU constitution, contained in the booklet that every member receives after joining. This constitution was adopted at the founding convention in 1976 and comes up for amendment every year at our convention. In 1977, two amendments were adopted.

## THE CHAPTER

The basic unit of our organization is the **Chapter.** There are about 25 local chapters now, and more are being formed. A year ago, we had less than 10.

A chapter is open to all members of TDU in a certain geographic area (such as the Boston Area, W. Pennsylvania, Chicagoland Area, or British Columbia and the Yukon). Chapters usually have steering committees elected by the membership and membership meetings to set their policies and plan their activities. Many chapters publish their own local newsletters or papers to reach new people and inform the rank and file. The chapters also get involved in making the locals in their area more democratic through bylaw reform. They also put pressure on the local leadership for better contracts and run candidates for local office. Many individual members who are not in chapters are also building the movement by signing up new members and distributing bundles of **CONVOY** regularly where they work.

## A NATIONAL ORGANIZATION

What differentiates TDU from most rank and file organizations in the past is that TDU is a national rank and file organization and has a national structure with our headquarters in Cleveland, Ohio. Our annual convention elects a 15-member steering committee who serve without salary. They meet every two months in two locations, East and West, with a special hookup between them, to make decisions between conventions (such as **CONVOY** policies and prices, implementing TDU campaigns, aiding certain chapter-initiated activities, and preparing for the next convention.) The National Steering Committee has a Financial Sub-Committee that reviews the books with our accountant before each meeting, and the Steering Committee reviews the overall financial situation.

The Steering Committee elects a National Secretary to coordinate the day-to-day operations of the national headquarters. We also have an office staff for the Education and Legal Defense Foundation, and the TDU as well as a full-time national organizer elected by the Steering Committee. TDU also has an attorney who works as our Legal Co-ordinator working with many lawyers who help our chapters and other Teamsters. The office services the members and chapters, produces **CONVOY**, does research for members of the Steering Committee who appear before government bodies, research and prepare educational and informational pamphlets for distribution to members, etc.

## FLEXIBLE STRUCTURE

TDU has a flexible structure, so it can respond to members' needs and to changes as we grow. It is a far cry from the state of our International Union where high-priced officials insulate themselves from the concerns and needs of the membership. For example, at our last Convention, we decided to also organize jurisdictional "divisions." Some have been set up, such as the Carhaulers Contract Committee, the

Road Drivers Council, etc. This is especially important where there are national companies (such as Safeway, Krogers, UPS, etc.) or national contracts (carhauling, freight). Other divisions will be developed (such as special commodities, construction, grocery, etc.) which will be led by people directly involved with the help of the TDU Steering Committee and staff.

# WHAT DOES TDU STAND FOR?

The TDU philosophy is spelled out in our Rank and File Bill of Rights, which is reprinted in each issue of **CONVOY**. A letter from TDU activist Dave Spencer (which was printed in the April 1978 **CONVOY**) tells how to use your Bill of Rights to build TDU.

## AN OPEN LETTER TO ALL TDU ACTIVISTS

Fellow TDU members, let me remind you that we dedicated ourselves to sending 50% of our delegates to the next International Convention as TDU sympathizers. My friends, this will be impossible without much more growth. This means selling memberships, and that is what I want to tell you about.

The most valuable approach we have for selling TDU to prospective members is presenting them the **TDU Bill of Rights**. All principles are clearly stated ideas that Teamsters should be able to identify with.

Many examples from the **Bill of Rights** can be pointed to for selling TDU to your fellow Teamsters. Principles like innocent until proven guilty, or the right to refuse forced overtime. Also, there's our stand for a decent pension. These concern our families as well.

These and other points can be explained from our **Bill of Rights**. But there are also many unfounded **fears** in a non-TDU Teamster, based on ignorance or misinformation.

One of the main fears encountered is that TDU is a radical anti-Teamster organization. By presenting the arguments in the **Bill of Rights**, we can alleviate these fears. It can be clearly shown that rather than being anti-Teamster, the power is being given back to the members, not the power elite.

Inform them that membership is encouraged for both husband and wife. Point out the results of our postcard campaign to Secretary of Labor Marshall. We can now hope for some disciplinary action as a result of TDU's efforts. Let the prospective members know that we can be effective—and the more support the, the more effective we can be.

We urgently need people who believe in what we stand for. It's signed memberships that count. Our national headquarters needs these dollars from members to conduct seminars on legal rights, for office expenses, for **CONVOY**, and for TDU literature. All of us need these numbers of members behind us for strength.

**My challenge to you is for each and every one of us to go out and sign up 10 or more members. It is really not so hard. All you must do is get your message across and you will be amazed at how eager your fellow workers are to sign membership cards.**

I suggest you take in the card and the $10 fee from the new member yourself. If you merely hand the cards out without explanation, I have learned from experience that the response will be lower.

Follow through on this challenge with the knowledge that we can gain ten times the strength.

David Spencer
Annola Spencer

# RANK AND FILE BILL OF RIGHTS

**I. DEMOCRATIC BY-LAWS.** All Business Agents and Stewards should be elected. Vacancies in offices should be filled by special election within 3 months. Local union committees should be elected. Contract and strike votes should be by majority (not ⅔). All contracts should provide for elected officers retaining their company seniority.

**II. DIRECT ELECTION OF OFFICERS.** General President and all International officers should be elected by the membership. International VPs elected by regions. An end to Trusteeships and split-off locals.

**III. A FAIR GRIEVANCE PROCEDURE.** Innocent til proven guilty, right to remain on the job til final procedure completed. Grievance procedure should include right to a speedy trial, arbitration by peers, and the right to strike if necessary

**IV. PRESERVATION OF WORKING CONDITIONS.** The union's purpose is to expand and preserve what we have, not trade it away for anything less. People come first, not productivity.

**V. SAFETY AND HEALTH.** We have the right to enter the workplace without fear for our health and leave in the same condition we arrive. Teamsters should have the right backed up by our union to refuse unsafe work or hazardous condtions. We are not machinery.

**VI. EIGHT HOUR DAY AND FIVE DAY WEEK.** Forced overtime and unfair dispatch rules destroy our family life and cost us jobs. No mandatory overtime, "flexible" work weeks, or 70-hour slavery. We are for the advent of the four day week. We work to live, not live to work!

**VII. A DECENT PENSION.** Every dollar in the Pension funds belongs to us. We are entitled to 25 and out, cost of living on Pensions, and union pension trustees elected by the rank and file and retirees to safeguard our money.

**VIII. JUST SALARIES FOR OFFICERS.** A union officer can't understand the problems of members who make less than half what he makes. No officer should make more than the highest paid working members in his jurisdiction. No multiple salaries from union, company or government sources, or special fringes and pensions. Salary increases limited to average increase for membership, and subject to membership approval.

**IX. EQUALITY AMONG TEAMSTERS.** Bring all wage levels up to the highest standards, not a lot for the few and little for the many. Fight the hardest for the lowest paid.

**X. END TO DISCRIMINATION.** Employers have used difference in age, race and sex to divide us for decades. We oppose these injustice and divisions. Support affirmative action to correct past injustices. Employers should bear the cost of their past discrimination, not the members.

# TDU FINANCING

TDU is a non-profit organization funded by rank and file members of the IBT. Most of our money is raised and spent right on the local chapter level. It is raised through raffles, donations, contributions, sales of literature, etc. Expenses include putting out local papers and literature, holding educational meetings and legal expenses. Due to the measures taken against the rank and file by the employers or the top officers of the IBT, legal expenses for our chapters can be high. In British Columbia, some $16,000 has been raised for the Jack Vlahovic Defense Fund from Local 213 members. In one case against the carhauling companies, some $7,000 was raised by Michigan carhaulers.

The national organization currently takes in over $5,000 per month. Over half of this is from memberships, the remainder from monthly pledges, payments for **CONVOY** and literature, donations, and fund raising efforts. In addition, the tax-exempt Teamster Rank and File Educational and Legal Defense Foundation takes in money from contributions to carry on its duties. The top Teamster officials have attacked the foundation for receiving a $30,000 grant in 1977 from the Stern Fund (a tax-exempt charitable foundation which funds many organizations in need). Considering that our entire national budget is less than many single Teamster officials' salaries, paid from our dues, such attacks are hypocritical. IBT officials have also claimed that TDU receives funds from the "Rockefellers" or other employers. These charges are ridiculous as the major employers and the trucking associations have made their attitude towards TDU well-known, and they are **not** favorable!

national office of no less than $10.00. All members shall receive a subscription to CONVOY. Recognizing that such a fee would not begin to meet our real expenses, the NSC is empowered to also enact a **voluntary** financial pledge system for those members who have expressed their ability to pay more than the minimum. All financial committments above the $10.00 minimum shall be voluntary. A financial report shall be given at all NSC meetings and at conventions.

### ARTICLE THIRTEEN: POLITICAL INDEPENDENCE

TDU shall remain independent of any particular political organization. Further, no member may use the resources of this organization for his or her own political advancement. This clause is in no way intended to restrict individuals from following their own particular political ideology, but is written merely to protect TDU from being characterized as supporting one particular party or organization.

Individual members shall **at all times** retain their individual right to speak out publically **as an individual** in support of their own political beliefs.

### ARTICLE FOURTEEN: AMENDMENTS

This Constitution shall be amended only at TDU Conventions. Amendments shall be submitted one month in advance and mailed to local chapters for consideration as soon as possible in advance of the start of the convention. They can be mailed by any member to the National Secretary. They shall be made available to the Convention, and shall be voted on. Those passed by a majority (50% plus 1) shall become effective immediately and incorporated into this constitution.

**• How do we pay for the initial expenses [flyers, renting a meeting room, etc.]?**

You should keep expenses low, and the organizers will probably have to put up the initial expenses. The TDU office can help with flyiers initially. Then at the meeting you can tell the amount of the expenses and take up a collection. As your chapter grows, you will have more people to donate and be able to hold raffles and other ways to make money.

**• How do we make sure people will attend a meeting?**

There are three main ways to get people to a meeting. 1) Personal contact, invitation and commitment. Use the people you have to line up others. 2) Flyers spread out to every barn, warehouse, construction site, or other Teamster workplace and mailed to TDU members in the area. (The office could do the initial mailing.) 3) Announcement on the radio, newspaper, or TV.

Remember to be realistic. Usually few members are willing to be active at first because they are discouraged about our union. It's our job to change that.

**• What can we do to prepare for the meeting?**

1) Build the attendance. 2) Plan what you want to happen there, and 3) Have materials lined up that you will need (such as literature, membership cards, sign up list, etc.). On the day of the meeting get there early to set things up, arrange for refreshments (if any—such as coffee), check out any possible problems.

**• What should the format of the meeting be?**

Usually we start with a couple of speakers, probably one from National TDU to explain what TDU is and what can be done in your local area. Then take questions. People will sometimes get sidetracked into their own individual grievances expecting you to solve their problems on the spot. You have to let people have their say, and try to explain what can be done. If too many "gripes" come up, at some point you have to explain that to solve all these problems we have to organize ourselves. We can't spend all day on gripes or nothing gets accomplished.

**• What should get accomplished?**

A very successful first meeting of a TDU chapter would accomplish:
1) Explain what TDU is and answer questions. 2) Explain some important local situation that affects many people and that TDU can work on it (upcoming contract, win the right to elect BA's or stewards, upcoming local election, etc.). 3) Sign up membership right at the meeting. Ask people "how many will join?" 4) Get a volunteer steering committee to serve temporarily. Try to involve key people from different barns, job sites, or locals on it if possible.

If you can do these four things, you have had a very successful meeting!

**• Should we be "pushy" about joining TDU?**

Yes and no If you aren't proud to be part of this movement and let people know they should join it, then forget it! Everyone should be asked to join. On the other hand, some people are just "checking it out" sincerely and are wondering if you are just another bunch of union politicians. Give them a chance.

**• What about having an attorney or other experts at the meeting?**

TDU stresses self-reliance. Only the rank and file will change this union. We always try to have a labor attorney at a first meeting, and often at other meetings, to answer questions that come up or help out. Sometimes DOT people or pension experts can be useful at educational type meetings, but the stress has to be on getting the rank and file involved to change our own union.

**• What about wives in TDU?**

All spouses of Teamsters are eligible to join TDU. Some chapters have a number

of active wives of Teamsters, who edit local papers, etc. Remember, a lot of Teamsters (such as Road drivers) work such hours that they really need to have wives involved to carry on the business of the chapter. If some wives come, thank them and make an announcement that more are welcome and encouraged to come as the problems affecting the husband (working conditions, babysitting the phone, etc.) affect all family members. Also, remember there are 300,000 women in the IBT.

**• Do we need to adopt bylaws or be chartered?**

No. National TDU is a non-profit unincorporated association and so are its chapters. (So is the IBT as well.) Our Educational and Legal Defense Foundation is a tax exempt, non-profit corporation.

A couple of our established chapters have their own bylaws, but it is not really necessary, so long as you go by Roberts Rules of Order and respect democracy.

**• What if officials that are hostile come to meeting to scare or discourage people?**

We usually take the following steps to undercut this possibility: 1) Have an attorney present to explain your legal rights. 2) Have the press present to make sure that the officials know they are being "watched," and 3) Be prepared to confidently explain why we are TDU and what we are about. The TDU Bill of Rights helps out.

**• What if officials or their friends make charges about TDU and dissidents in general such as a]"TDU is communist," b] "TDU is Rockefeller funded," c] "TDU is anti-union."**

None of these should be allowed to sidetrack you from your purpose. Answer all three **briefly** and go on with the meeting. Suggestions for dealing with such charges are:

a) TDU is a rank and file group that stands for no political views except our bill of rights. This "communist" trick is an old one that was used against the Teamsters when it was a fighting union. The idea is to make us suspicious of one another. Any Teamster can join TDU, but Article 13 of our Constitution prohibits any use of TDU, its meetings, publications, etc. for advancing anyone's political views. TDU stands just for **democracy**, and **that's** what the top officials can't stand.

b) TDU is funded by the membership—through memberships, donations, literature sales, monthly pledges, etc. Our national steering committee receives no salaries. And our entire budget is less than Frank Fitzsimmons' 1977 salary! Our Educational and Legal Defense Foundation does solicit funds from charitable foundations as well as Teamster members.

c) TDU is 100% union. It's the parasites who have taken control of our union who are "anti-union." The employers all get along well with Fitz, Presser, Anderson, Williams, and Lawson. It's us they don't care for!

**• What about the differences between TDU and PROD?**

The PROD organization is in Washington and primarily represents over-the-road drivers in regards the DOT, lobbying, etc. It recently has shifted more toward TDU's rank and file approach, and we are cooperating well.

# USING CONVOY AND YOUR LOCAL PAPER

How many times have you seen **CONVOY** or the local bulletin of your chapter laying in stacks in someone's living room? Or maybe you get a bundle each month, put it in the trunk of your car with all the good intentions of handing it out, but when the next issue arrives, you still have most of last month's bundle right back there hidden away in the trunk? After a while you get discouraged, right? Sometimes you even start thinking that no one is interested, or they'd ask for it.

Well, that's not the way it works with rank and file papers. The truth is, that until the Teamsters in your area or local start seeing these papers on a regular basis, month after month, year after year.....Well, until they can begin identifying with it as **their** paper, the paper that tells **their story**, they won't start asking for it or subscribing to it.

So take a few minutes and read this over. It's basically the experiences of the W. PA. TDU Chapter. Then maybe you'll have an idea of what's ahead for you.

## HOW TO GET READERS

We started **Horses Mouth** over 3 years ago. When it first started coming out, it was just a handful of people who knew a few handfuls of other people. Every month for the first few months, we busted our butts trying to figure out how to fill the pages with interesting, factual, and inspiring news. Beyond that, we wanted to be able to use our paper and **CONVOY** as tools to reach the thousands of rank and filers in our area we had never even seen before. We wanted to take a message to those people that said:

(1) Here's whats wrong with our union and the companies today.
(2) Here's how it got that way.
(3) Here's how to change it and begin turning it around.

Simple formula, right? Wrong!!!Probably anyone of us can sit down and tell our own personal story, generalize about a few other rumors we've heard off the street and call that "what's wrong". But that doesn't mean anyone else is going to believe you, because the union and the companies, who have far more to spend and a much better distribution network, will simply keep repeating that your story is the exception, not the rule. They will say that you and your friends are just a bunch of hotheads who like to hear yourselves gripe.

So, while it is important to tell your own experiences, it is even more important to tell the story of other people, even if they are not involved in TDU, to begin proving to the skeptic (which is most people) that the problems of our union are not just isolated errors, but widespread practices and policies.

That means that you have to make note of the rumors you hear, pick up on every little tip that someone gives you, and follow them up. Check them out at the source. Call the people involved and let them know that you (TDU) are concerned about them. Let them know that even though their problems won't be solved by telling their story in print, it might help to apply pressure on the local or on a particularly nasty supervisor. After you've done that for a few months, the skeptics will begin seeing your paper as a truthful source that carries the facts.

## FIGHTING APATHY

But that's only one part of the steps you need to take. To some degree, the people who say we only like to gripe are sometimes correct. Eventually, if that is all your paper does, you will lose even your best people. You see, the constant tales of sellouts, sweethearts, etc. can get real discouraging month after month. They can get so discouraging that many people will say, "Oh hell, if it's that bad, we might as well give up. We're **never** going to win anything!" That's where number 2 and 3 come in.

Your paper (**CONVOY** is excellent at this) must also begin explaining exactly how things got as bad as they are. You know that all this corruption and co-operation towards management didn't just happen overnight. And in each area of the country, if you have many years in your union, you can look back and put together the pieces that paved the road to our present situation. Explain that process and give examples so everyone will begin to understand that process.

Right now, for most rank and filers, the events and deals and political maneuvering that got us in our present state are an absolute mystery. As long as people cannot begin to see how we got where we are today, the odds of figuring out how to get somewhere else in the future are pretty slim.

## HOW CAN WE CHANGE THINGS?

That brings us to our third point. How to change it and where to take it. Putting this into your paper requires an understanding of the role of the printed word. Any printed word, whether in the form of leaflets, papers, or even advertisements, is **propaganda**. But that's a dirty word, right? Wrong. Propaganda simply means that the printed word is trying to carry a **particular** point of view. Isn't that what Ford Motor does with billboards? And how about your local city newspaper? How many times have you bitched about the fact that it never gives our side of the story? Isn't that propaganda? Don't the words on that page try to convince us of a particular point of view? Of course they do.

Well, your job is to do the same thing. The International Brotherhood of Teamsters has an unlimited budget to hire public relations firms, print slick magazines, buy billboards, etc. But they have one thing going against them. Their propaganda is all lies!That's something we don't have to do. We just tell the truth. But while you're telling the truth, take the opportunity to explain to your readers that there **is** a way to change things.

Tell them that the rank and file movement **can** be built that will turn this union upside down if they will get involved. Explain how the union **should** be run and how the companies **should** be fought if we can only win democratic control of our union. Tell them of the little victories that you are bound to win, especially when those victories were won by people who joined TDU and learned how to stick together for the first time in years.

## TDU IS A NATIONAL MOVEMENT

There is still one other thing. No one is going to join a movement like TDU if they think they are alone. Similarly, no one is really going to put a lot into building a strong TDU chapter if they think they are the only chapter. That's where **CONVOY** comes in.

**CONVOY**, unlike your local paper, covers the entire country and Canada. **CONVOY** helps to break down the myths that say the grass is greener in Los Angeles, or Atlanta, etc. **CONVOY**, for the first time in most people's lives, makes them realize that **all** Teamsters have almost the same problems, no matter where we live. Furthermore, it gives people a feeling of belonging to something that is much bigger than them, something that really will have an impact across the entire IBT. Finally, people in your area will get inspired by TDU as they begin to realize there are actually people out there who are starting to win some battles by using the combined strength of TDU.

## DISTRIBUTION

One problem still remains. The one I brought up first. How do you make sure you get those papers out of the trunks of cars? How do you make sure they get distributed widely enough so that they can have a real impact and a wide readership?

In W. PA., and the Pittsburgh area in particular, we have developed a fairly consistent and wide distribution network.Every time and issue of **Horses Mouth** or **CONVOY** comes out, we sit down with 3 or 4 people and a stack of file cards with the names of companies and individuals on them. Also on that card is a number to indicate just how many

# USING CONVOY AND YOUR LOCAL PAPER

papers go with each card.

Then those four people start wrapping bundles of papers just like the were salami. We use old newspapers, tape them shut, and mark the company name or individual on the outside with a magic marker. We do 70 to 75 bundles ranging in size from 5 to 150 papers. From there we have regular route runners who take all the bundles for a certain area and make sure the get to the destination indicated.

In some cases, those runners have other runners who take 3 or 4 of their original box of 20 bundles. From experience, we also know that some of the people who get a single bundle at their company break it down even further to make sure that a few papers get into a few other smaller shops they know about. We even have some bundles marked for a couple of bars and diners, and the route runner unwraps them there and leaves them out for the taking.

This whole system is in large part dependent on having a few good city peddle drivers on your side. If you don't have them, you can try a few dedicated spouses who are willing to spend a couple of hours each issue running around. In many cases, the companies don't have to be visited. Maybe there's a favorite coffee shop where drivers from a lot of companies stop and you can give them the bundle for their barn right there.

The only other way to get out your local paper or **CONVOY** is by mail, and that gets too damn expensive after a while. The important thing is to get word out, get information to people. After your paper has been out regularly for several issues and you have consistently distributed it as well as **CONVOY**, you can ask for a donation while in the terminal or barn delivering the paper. In some areas, they find it quite easy to get additional funds by asking directly for a donation. An open ended request (no amount stated) for a donation usually bags anywhere from 25c to $5.

Finally, let me repeat that your paper or newsletter and **CONVOY** are two of the most important tools you have. It is your public face (along with your members) and it can reach people that you might otherwise never see. It is the only voice the rank and file has, and the only publication that tells, in a personal way, the problems and solutions that we are all faced with.

Like any tool, you must learn to use it well. If you have a hoe in your basement and you fail to get out in the garden to chop out the weeds on a regular basis, your garden will be overcome, no matter how good a start it had. Similarly, if you don't know how to use the hoe properly you won't get the roots out, or if you leave it laying in a damp corner, both the blade and the handle will eventually rot away.

Our union, the Teamsters, is choking on some of the worst weed growth you've ever seen. Your hoe is your local paper and **CONVOY**. It is not the only tool you have, but it sure is one of the most important. Use it consistently, use it properly, and use it well, and our union will flourish again.

## CHECKLIST FOR NEWSPAPER DISTRIBUTION NETWORK

(1) Get network of persons willing to distribute **CONVOY** as well as your local paper or newsletter. Start with a rational plan that has folks delivering to convenient locations. Start with who you've got and take every opportunity to get new distributors and new barns, factories, etc., whenever you can.

(2) Make a file card box with names of distributors, number of papers each person takes,and method of delivery to that person (how the papers get to the distributor). For example:

Name JACK JONES No. of Papers 175

Address 210 NORTH ST.
POOVNK, ME.

Phone 463-9432

"Runner" MIKE DAVIS

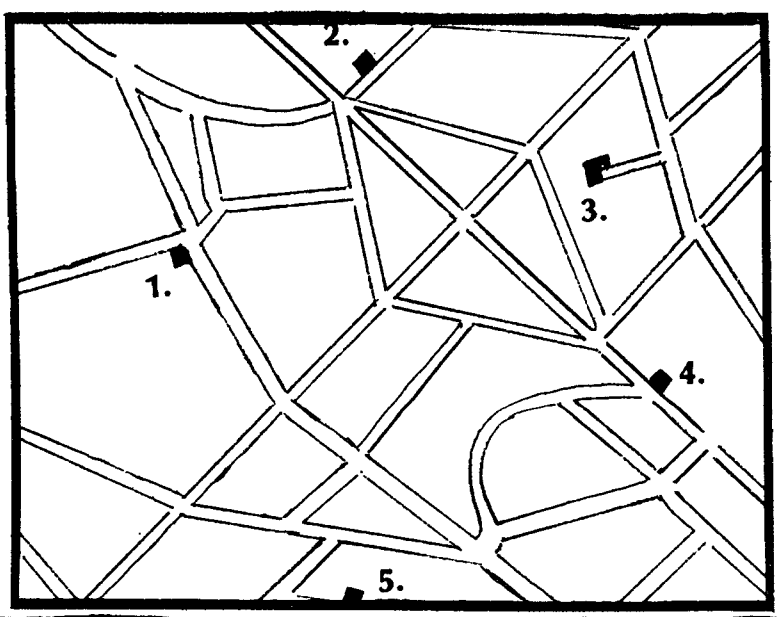
Phone 267-4812

Location

SMITH TRANSFER (100)
JOE'S DINER (25)
REBEL LOUNGE (50)

(3) Get 3-4 persons ("bundlers") lined up to backage up the papers, break your chapter's large bundle down to more manageable sizes.
(4) Get a number of persons ("runners") committed to take papers to designated distributors, barns, coffee shops, etc.

(5) Use a map of the city to indicate the numbers of places where you distribute the paper regularly. You could use push pins or map pins and a felt marker to designate the place and give it a code number. For example:




| Location | Distributor | No. of Papers |
|---|---|---|
| 1. Smith's Transfer | Jack Jones | 100 |
| 2. Joe's Diner | Joe Stewart | 25 |
| 3. Rebel Lounge | Dick Brown | 50 |
| 4. Roadway | Bill Bates | 75 |
| 5. [East Coast turn] | Mike Tigner [road driver] | 30 |

# WRITING FOR YOUR RANK AND FILE PAPER

PART I

TDU thanks **UP FRONT**, newsletter of Western New York Chapter of TDU, and fellow unionists from District 5 (Canada), United Electrical Workers, who prepared the pamphlet **Tips on Putting Out a Shop Newspaper.** Their work provided the basis for this piece for the **Organizers Manual.**

## WRITING IS EASY

Shyness and a feeling of inferiority disqualify more rank and file journalists than inability to write.

The most important point for rank and file writers to remember is that anyone bright enough to be an active unionist can learn to write. Don't put yourself down. If you can talk knowledgeably about the subject, then you can write about it.

But just as we don't learn a job by listening to a lecture or reading a book, no one learns to write by ear. **We learn by writing!**

The thing most needed in a rank and file newsletter or newspaper is **news.**

## NEWS WRITES ITSELF

A news story comes in two parts:

(1) **Lead or Introduction:** This gives all the facts of the story in quick summary in the first paragraph....sometimes in the first sentence.

These facts are—**Who, What, Where, When, Why,** and **How.**

(2) **Body:** This is the extension of the points made in the lead or introduction. It explains further what other rank and file Teamsters should know about the event. If possible, you should explain what TDU feels should have been done, or what can be done, about the situation.

Also, it might be related to another story that your paper or **CONVOY** has reported on earlier. "Connecting" it to another story can often give it deeper meaning to readers.

## LEAD WITH FACTS

**Who:** Business Agent Frank Krouse said today...

**What:** Local 777 would sponsor two teams in the MUNY League.

**Where:** The teams will practice at Delaware Park...

**When:** Saturday mornings a 10:00.

**Why:** Sponsoring teams was approved at last months meeting...

**How:** by the Local donating $100.

## BE BRIEF AND TO THE POINT

- Use **short** words.
- Use **short** sentences.
- Use two-sentence or three-sentence paragraphs.
- Keep paragraphs short. Each paragraph expresses one thought.
- Write informally.
- Make your point clearly.
- If you have trouble writing what you want, **stop!** Say it to yourself, then write it down.
- If the meaning is plain, it's usually good grammar. Don't worry about grammar. It is easily corrected later. **What** you say is most important.
- **Be accurate. Don't write anything unless you have double checked it. Get all the facts.** We are not a rumor sheet—we are a factual newspaper. **Build your paper's credibility.**
- Names, properly spelled, are important. Identify people you write about. B.A., trustee, driver, etc.

## SHOP TALK

Write in language normally used by fellow workers in the shop (except the four letter variety). But remember, you are not just writing to truck drivers. There are many types of people and jobs in the Teamsters.

Avoid gossip. A good column should never print anything which could be harmful to a member.

One of the problems found in some rank and file papers is that writers tend to **underestimate** people's intelligence, and **overestimate** their stock of informa-

tion. People read regular newspapers everyday, so your newspaper is automatically "compared" to them. People in different jobs do not understand each others slang or technical terms.

Put the facts **first** in the story. **First** in the paragraph. **First** in the sentence.

Decide in advance one or two points you want to make in your story. Write them down. Then stop writing. Go back over what you have written. Try to make it shorter and clearer. Especially clearer.

## READABILITY

Check your first draft a day after you have written it. You will be surprised how easy it is to spot needed changes then.

Stories for your paper should follow the pattern outlined on page one, the **Who, What, Where, When, Why,** and **How.** There are two reasons for this:

(1) People's reading habits:

Today, it has been established, people read as they run. Packing all vital information into the **lead** or **introduction** helps make sure that your readers get the main facts.

(2) Space:

In every newspaper there is the need to cut. This is no disrespect to the writer. It is dictated by space. By putting the most important facts into the **lead**, an article can be cut quickly, without rewriting it.

**Also check:**

(3) Readability:

Making the story easy to read also requires remembering the points made about **short words, short sentences**, and **short paragraphs.**

(4) The Lead:

Puts the essential facts clearly and simply.

## WRITING THE HEADLINE

Headlines are the most prominent and influential part. So—**do not** make a sensational headline for a common story. Newspapers that use "sensationalism" as an approach quickly lose their credibility with readers.

The functions of headlines are:

(1) To tell the highlights of the story. It summarizes the content.

(2) To make a person want to read the story.

# Putting out a Rank and File Paper

Putting out a local TDU newsletter is one of the most important projects a chapter can undertake. Communication with other rank and file Teamsters in your area is the first step toward the solidarity around common problems that is necessary to make your chapter strong and effective. A newsletter can be one of your best organizing tools. Yet, many people think starting a newsletter is an impossibly big task. Actually, it's much easier than many people think and can produce tremendous results.

The TDU staff thanks Ray Kuszelewski of the Toronto Chapter and Dan Hall of the Buffalo, N.Y. Chapter for the fine workshop on producing a newsletter which they gave at the Michigan Training Conference in June, 1979. Their work formed the basis for this article.

This article should be read with the excellent sections on "Writing for Your Rank and File Paper" and "Using CONVOY and Your Local Paper", which were prepared by members of the Buffalo and Pittsburgh Chapters and appear in this part of the Organizers Manual.

## GETTING STARTED

### *Taking Responsibility*

The most difficult step in the history of a rank and file paper is getting out that first issue. As working people we all seem to have enough to keep us busy, and new projects are easy to put off. But all it takes are three or four people who are willing to commit a few hours a week. Once people take this responsibility, you're on your way. The experience gained from your first issue, and the feedback you get from people who read it, will help you put out a better second issue with less effort. The second issue will help build a third, and the third will build a fourth, and so on. After the first one,it gets easier all the time.

Don't worry too much about how your first issue looks. Even if it is just typed on two sides of a piece of paper and run off on a mimeograph, the important thing is that it is out and being read. At first, there will always be people who will compare your newsletter to the local daily paper and complain about how it looks. Just remind these gripers that at least you're doing something and that, if they want to see a better looking newsletter, they should donate some time and money. As you gain experience and get more help and financial assistance you'll be able to put out a more professional looking paper.

### *Building Credibility*

Many factors go into planning the content of your first issue, but one of the most important is building credibility with your new readers. An item which will help you do this is the "Who We Are" statement which appears in virtually every issue of CONVOY. It's also a good idea to list the members of your local steering committee and give a mailing address for your chapter and newsletter. Items like this let people know that your paper isn't an anonymous, fly-by-night operation. The sooner people realize that your newsletter represents a responsible organization that's in for the long haul, the sooner they'll respect what you have to say.

## GETTING NEWS

The nuts-'n-bolts of getting news are really quite simple, often simpler than deciding what kind of news to get, which will be covered under the next heading. The following are a few basic hints.

### *Keep Your Ears Open*

Anything that happens to Teamsters in your area can be news. If a local official speaks against a rank and file resolution at a union meeting or if a company comes up with a new way to violate the contract, that's news. Just write it up in a short paragraph or two and you've got a story.

The best way to get local news is to keep your ears open and make sure that people in your chapter do, too. When you hear about something interesting, *check it out.* Talk to someone who is close to the story and get all the facts you can. It is important to keep your newsletter from turning into just a rumor sheet. Nothing will hurt your credibilty more than printing a story that turns out to be untrue or greatly exaggerated. By talking to your fellow Teamsters, you can be sure of your facts and keep your paper's credibilty high.

### *Other Souces of News and Ideas*

There are many other good places to get news and ideas for a local newsletter. One of the best is other TDU chapter newsletters.

You can write the TDU office in Detroit for a mailing list of all the TDU chapter papers in the U.S. and Canada. They will be happy to exchange free copies with your chapter. This sort of information sharing is not only a great source of ideas for your newsletter, it's also one of the best ways to keep in touch with what your fellow TDU members are doing in their areas. Plus, you'll get ideas for layouy andf graphics you'll be able to use in your newsletter.

Newspapers put out by other unions may also be helpful. The UAW's *"Solidarity" and* the United Electrical Workers *"U.E. News"* are particularly good. Occasionally, they may have information that you'd want to use in your paper, but they are best for their graphics and cartoons. If your local public library has these publications, you can collect enough graphics to last a long time by just going through the back issues and dropping some change in the copying machine to make copies for your files. Another great source of cartoons is a book called "So Long Partner" by long time United Electrical Workers (U.E.) cartoonist Fred Wright. You can order it from a local bookstore.

Finally you can get certain types of information from the TDU office in Detroit. We have reference material giving financial information on every significant company in the trucking industry. We also have a file of LM-2 forms from the U.S. Labor Department giving the salaries of your local union officials. You can get this information from the TDU office or as listed in the section, "Getting Information on the Company and the Union" or from the Department of Labor, Federal Building, in your city. (This information is particularly good for a first issue!). We can provide pamphlets and background information on how your pension fun works, your legal rights, your rights under the IBT Constitution, and so on. Drop us a line and we'll send you what we have,

## PLANNING CONTENT

Careful planning of the content of each issue of your newsletter is very important. If the newsletter is going to address the needs and interests of Teamsters in your area and play a real part in building a strong chapter, what goes into the paper cannot be left to chance.

### *Your Paper is an Organizing Tool*

The single most important thing to remember is that a TDU newsletter is primarily a tool for building a strong rank and file movement in your area. It is *not* just a newspaper with an editorial policy favorable to the rank and file. Your purpose is not just to report on the bad situations facing Teamsters in your area. Your purpose is to begin to turn those situations around.

This has a number of effects on what goes into your newsletter. First of all, it means that most of the stories and editorials you print should relate to TDU work in your area. If there is a contract fight, a by-laws campaign, a union election, or an important set of grievances coming up, use the newsletter to publicize TDU's efforts and positions. For example, when a number of companies in the Pittsburgh area began to set up productivity schemes, the Western Pennsylvania TDU chapter was able to use their paper, "The Horses Mouth", to let people know what was going on and to help build an organized rank and file effort to pressure the union officials and the companies to stop the planned speed-ups. In a similar fashion, when a long strike by factory workers in the Detroit area was being sold out by local officials, the Detroit TDU chapter used their publication to put pressure on the local and the Joint Council to give effective support to the strikers. The most important thing about these and other examples is that a TDU paper was used not only to report on what was happening but was also part of a larger, organized effort to do something about it.

Seeing your paper as an organizing tool, also, has an effect on the content of individual articles and editorials. Shorter articles that hit hard on local issues are more effective than long essays about abstract problems or personal experiences. Editorials that put forward a strategy for doing something about specific local problems have a lot more impact than those which just complain about a bad situation. In general, you should play up your victories and emphasize the constructive lessons learned from your defeats.

### *Cover Your Audience*

Another very important part of planning what goes into your newsletter is thinking about who makes up your audience, the people you want to read and respect your

paper. Most TDU chapters are in areas where there are Teamsters in many industries. People like to read about issues that directly concern them. If a grocery or production worker picks up a copy of your newsletter and sees nothing but stories out of local freight barns, he or she will see your paper as concerned only about freight workers. Therefore, you should try to balance the articles you print to reach as broad a group of local Teamsters as possible. A good approach is to devote a half a page or so to short, one or two sentence stories about what's happening at various companies and in various craft divisions. If may be difficult, especially at first, to get news about shops and contracts that your chapter has little contact with. But, if people keep their ears open, it can be done. Every time a contact is made in a new area, that person should be strongly encouraged to write a short item about a problem facing his or her shop or craft. If they can't write an article, they should give the story to someone who will. By taking advantage of these opportunities, you can make the outreach of your newsletter broader and more effective all the time.

*Assigning the Work*

When planning a particular issue of a newsletter, the editorial group should sit down together, several weeks in advance, and decide what issues should be covered by stories and editorials. Then, the stories should be assigned to various people to write. When possible, it's best to assign a story to someone who is close to the situation you wish to report on, so that it can be written from first-hand knowledge.

To keep everything organized, it is very helpful to set up a timescale chart like the one on the next page. The chart gives the subject and author for each article and the stage of completion for each item. By keeping a chart like this, you can tell at a glance how things are coming and who you have to encourage to get their items done.

*Using Filler*

In addition to news and editorials, a well-planned newsletter will contain some "filler". This includes cartoons, jokes, announcements, ads for TDU materials, and so on. Some filler is needed to break up the monotony of plain text and make the paper more readible. But you have to be careful not to overdo it. It's a good idea to include announcements of TDU events, a list of the chapter steering committee, and the chapter's mailing address in every issue. It's also good to let people know how they can get TDU materials. But don't let your paper turn into one big ad for TDU. Remember, people usually just throw away the advertising supplement to their Sunday paper. It's the news and views that they are really interested in.

## EDITING

Editing a newsletter sounds difficult, but it is actually fairly easy. If you set up an organized system, it will take very little time. There are basically two parts to the task, editing for content and editing for spelling, grammar, and style.

*Editing for Content*

The most important part of editing a TDU newsletter is making sure that every article is in general agreement with TDU principles. Your newsletter is the official voice of your chapter. For many Teamsters in your area, reading your newsletter will be their only initial exposure to TDU. The articles and editorials you publish must reflect the principles in the TDU Constitution and Bill of Rights. For example, an article which implies that people should pull out of the IBT instead of working to reform their union has no place in a TDU newsletter.

There is an easy system for reviewing the content of articles. Every major article should be read by several members of your chapter's steering committee. They should check over the articles for the *point of view* they put forward and for the *emphasis* that they place on different issues. The process takes only an hour or two a month and will go a long way toward making your paper an effective part of your organizing efforts. As your chapter and newsletter grow you may want to select a seperate editorial committee with some members of the steering committee on it.

*Spelling, Grammar, and Style*

Don't worry about it too much. We are working people, not English professors, and it's the content of a newsletter, not the form, that's most important.

There is probably someone in your chapter

STORY ASSIGNMENT CHART

| Subject | Author | May 1 — May 10 — May 21 Deadline<br>Stage of Completion | | | | |
|---|---|---|---|---|---|---|
| | | Story Assigned | Facts Gotten | 1st Draft | 2nd Draft | To Editors |
| By-Laws Reform | John Doe | ✓ | ✓ | ✓ | | |
| ABC, Inc. Negotiations | Sally Swift | ✓ | ✓ | ✓ | ✓ | ✓ |
| Productivity Grievances | Joe Slow | ✓ | | | | |
| XYZ, Co. Safety Violations | Jane Roe | ✓ | ✓ | | | |
| Steelhauler's Meeting | Jack Mack | ✓ | ✓ | ✓ | | |

with a special knack for writing. This person should proofread articles before they are typed up in their final form. Anything he or she can do to correct grammar and spelling and generally make an article more readible is all to the good. But this should not be the top priority of your editorial group, and no one should fail to work on the paper just because they are afraid they can't write well.

*Writing Editorials*

Your editorial group will probably also write most of the editorials in your paper. These are nothing more or less than official statements of your chapter's position on any issue facing the rank and file in your area. Because an editorial normally speaks for your whole chapter, it should be gone over by other people in your chapter's leadership even more carefully than a front page article.

There is nothing special or difficult about writing an editorial. Be straightforward and simple. Just tell people where you stand on an issue and why, and then tell them what you hope they will do about that issue.

*Some Other Suggestions*

A note about libel: Don't worry about it. Remember, truth is an absolute defence to a libel action. If you check out your stories, you'll have no problem. Also, you have a right to express your opinion about anything that management or union officials do. You should avoid name-calling, but this is because it hurts your paper's credibility, not because it's going to land you in court. After a few issues, you'll find that libel is the last thing you have to worry about.

Finally, you should be prepared to meet attacks that might be made on your chapter or your newspaper. Management or union

officials may call you a bunch of "commies", accuse you of trying to split the union, or claim that you're some kind of Rockefeller-funded plot. Don't spend a lot of time or space protesting that your innocent of farfetched accusations. It only gives your attackers ammunition. It's best to just point out the truth, that your attackers are trying to distract people from the real issues in your union and workplace, usually because they don't have any answers for the real questons.

## FINANCES

Most of the expense of putting out your newsletter will have to be borne by your chapter. A good chunk of your local fundraising will have to go toward getting the paper out. There may be times when you'll have to take up a collection in your chapter just to put out the next issue.

There are a couple of ways to ease the burden. One of the best is to encourage chapter members who distribute the paper to hit up your regular readers for small contributions. Periodically, you may want to run a raffle for support of your paper. Also, after your first few issues, your paper's credibility will be well established and some people will want subscriptions. It's a good idea to start putting in a subscription form with your third or fourth issue. This will never be your main form of distribution nor will it pay for all your paper's costs, but five dollars a year from even a dozen subscribers will be a welcome contribution toward expenses.

## PRODUCTION

There are two things you need to get an issue of your newsletter ready for printing, a few people and the necessary materials. If both are organized and put in the same place at the same time, the paper will be laid-out in 3-4 hours and you can have a good time at it.

The basic materials are quite simple. Typing paper, rubber cement, scissors, press type for headlines and a typewriter or two are all you need to turn a pile of scribbled copy into a fine looking newsletter. It's a good idea to keep all of the small items together in a box so you'll have them when you need them. Keep a list of supplies you are running out of and make sure someone is assigned to get the supplies before the next layout session. You should also begin putting together a graphics file of cartoons and pictures so that there will be a selection to choose from when your looking for something to go with a particular story.

One of the best ways to organize the layout of a newsletter is to prepare a "dummy". This is just a rough sketch of what you'd like each page of the paper to like, with notations as to which article, ad, or cartoon goes where. After your articles are typed, you can measure the length of the articles and determine how you can arrange them on your dummy mock-up. An example appears on the next page.

If you are interested in learning more about the technical aspects of layout and printing, the TDU office in Detroit has copies of an excellent booklet called *How to Do Leaflets, Newsletters, and Newspapers* for only three dollars.

One of the biggest problems with laying out a newsletter is trying to make sure that the same few people don't have to do all the work, every month. Chapter members who distribute your paper (and every member should) should be encouraged to help the hardcore few who produce it, too, perhaps on a rotating basis. One great thing about having a local newsletter is that you always have a ready answer for the chapter member who asks, "What can I do to help?". They can help get articles, produce, and distribute the newsletter.

## CONCLUSION

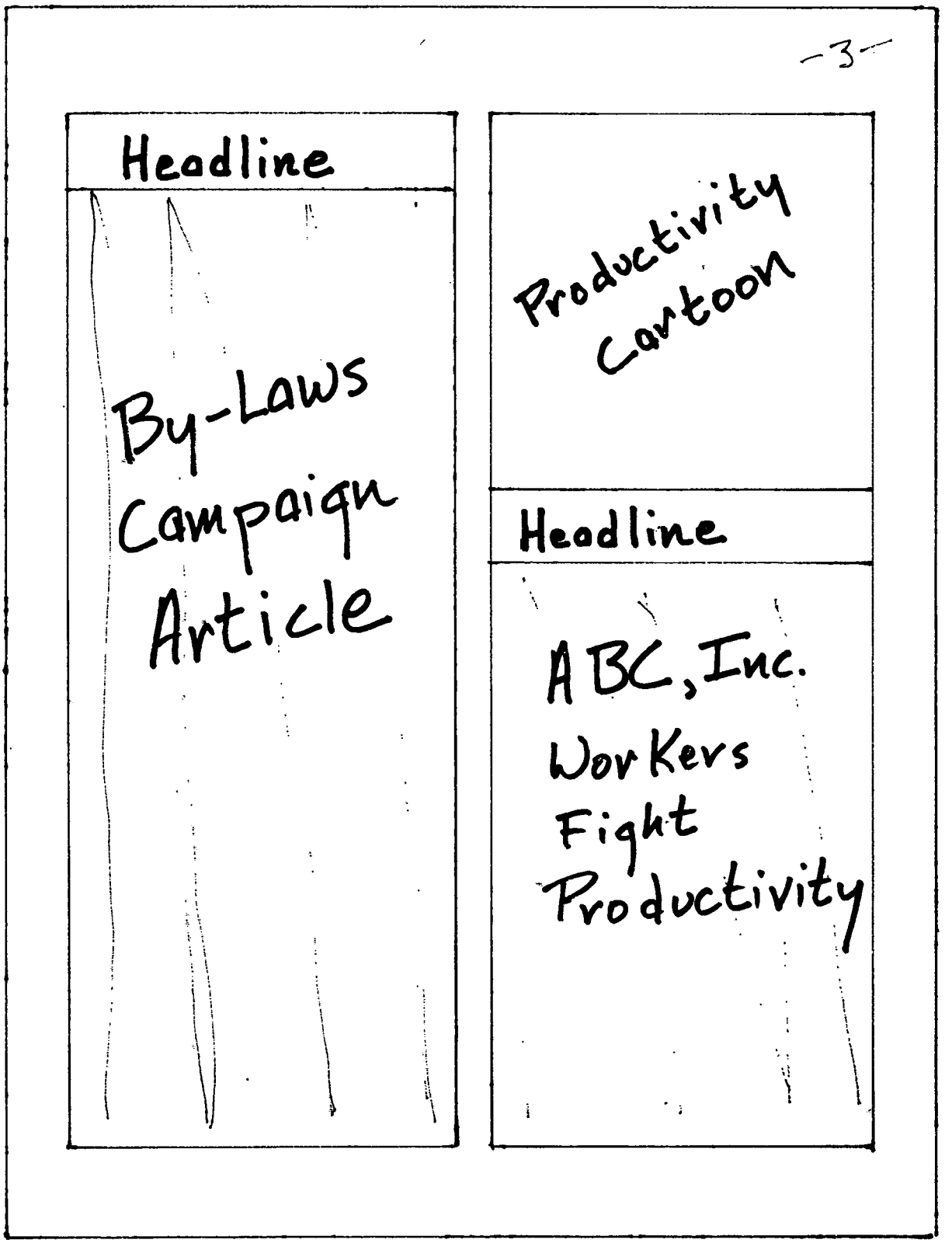
With a little effort and imagination, a rank and file newsletter can become one of your chapter's most effective organizing tools.

*Remember:*

- Taking responsibility and getting out that first issue is the biggest hurdle. Build your paper's credibility.
- Getting news is a matter of keeping your ears open. Check out your information.
- Your paper is an organizing tool, part of a larger campaign to reform our union. It must speak to your audience.
- The most important part of editing is checking over the point of view and emphasis of the articles in your paper.
- Layout is easy if it's well organized.

When an issue of your newsletter comes out, please send 10 to the TDU office in Detroit. Local newsletters are one of the best means the TDU staff has for keeping in touch with what's happening in the TDU chapters around the United States and Canada. We also send them to new chapters as they get started on putting out their own paper. We always enjoy reading them.

LAYOUT "DUMMY"



In discussions with Teamster members who are active in building TDU chapters, we ask the question, "What are the key parts of a TDU chapter?" The answers we get are always similar, including: The Steering Committee, the newsletter, fund raising, meetings, **Convoy** distribution, campaigns, recruiting membership, education, and a few more. This is true, and yet there is another way to define the parts of a TDU chapter which helps us see how to keep the chapter going and growing, and helps the TDU leader deal with frustrations at the difficulty of activating other Teamsters, many of whom already agree with the principles of TDU.

You see, building a TDU chapter is no easy task, but we will try to explain how to best handle the pitfalls of being a TDU builder and how to successfully activate people within your chapter. This is being done right now by Teamsters like you. In fact, very few TDU chapters, once formed, have gone out of existence. The reason for this is that each chapter has at least a few individuals who are committed to making that chapter a success. Although they may balk at the term, these people are the TDU "leaders".

So let's look at the part of a chapter in a slightly different way:

1. The role of leadership
2. Network of Activists
3. Relationship of core activists to others less active.
4. Role of chapter activities

## THE ROLE OF LEADERSHIP IN BUILDING A TDU CHAPTER

What does it mean to be a TDU leader? A leader, a person who is committed to making TDU work, does not do everything that needs to be done within the chapter, but rather helps activate others, helps initiate the kind of action within the chapter that will draw other interested Teamsters into TDU. A leader, in this sense, is not the sole decision maker, and is probably not a polished speaker. Rather, a TDU leader is a person **who is willing to follow through with the chapters plans, is willing to stick with the chapter through the rough as well as the good times.** It takes this kind of person to help build a TDU chapter and to keep it a viable force for reform of the Teamsters' Union.

Of course, there are many problems for a new chapter to overcome. For instance, flyers announcing the first area TDU meeting may be widely circulated, yet only 10 people may show up for the meeting. This is discouraging, but the organizers of the meeting cannot give up. One of the first lessons to learn about building a TDU chapter is that it takes time--it is a slow process, but it can be done.

Leaders have to have patience and self confidence. They should present the chapter's strength as optimistically as possible. This is very difficult. Some people may join, but not get very active. Leaders can get discouraged and find that their job is tougher than they expected. Continuing the fight for democratic reform in the IBT may, at times seem impossible when some people come and go. However this is not a problem unique in TDU--it happens in all organizations. The best way to overcome this is to stick with organizing. Leaders have to be able to make plans and carry them out by dividing up the jobs involved and seeing that they get done.

Chapter leaders will, at first, be the people who start the chapter. As the chapter grows, a Steering Committee should be elected. These people will be the ones who initiate the chapter's activity and who organize members into the next group within the TDU chapter-the network of activists.

## NETWORK OF ACTIVISTS WITHIN THE CHAPTER

Since TDU is a democratic, grassroots, movement, to make any progress we need to build a large membership. One of the main jobs of a TDU chapter is to recruit new members. Of course, since a "paper army" of members in name only can't accomplish anything, it's also necessary for the chapter to get and keep their members active.

**When someone joins your chapter, especially if he or she works at a new barn or shop, someone from the Steering Committe should take time to talk with him or her personally.** Ask them why they joined TDU, what particular issues are important to them, if they are willing to distribute materials where they work, if they'd like to write an article for the local newsletter, etc. This initial, personal contact can be important **involving** this new member in future projects.

Since many people join TDU for one, specific purpose, such as improving their own contract, leaders have to work to involve people in the TDU organization and it's principles. Get members to serve on various committees (newsletter, **Convoy** distribution, fund raising), and perhaps even alternate committee jobs so that all members get a feeling for every aspect of the chapter. Encourage members to do at least **one** of the following jobs: distribute **Convoy** and your local newsletter where they work, sell raffle tickets, or otherwise help raise funds, talk to people at work about the issues, or give input to your local newsletter and Convoy (acting as a reporter on local issues, investigating local contracts, etc.).

Keeping people active in these ways will help your local network grow through their contacts and influence and help you contact other new people who may become activists. When a vital issue comes up in your area, you will be able to reach people through this network of activists and better build for a large meeting turnout when it is most needed. This network can help counter rumors, reach new members, raise funds, and develop a reliable information system in your area that can keep people in your local up to date on what's happening in the local.

Chapter leaders have the responsibilty for building this network of activists. They should seek out new members in new jurisdictions. For example, if your chapter is made up mostly of freight drivers, efforts should be made to recruit people from UPS, small shops, etc. One way to reach these people is to write an article for the local newsletter about the particular problems faced by these people. Another is to be sure that **Convoy** and your local newsletter are distributed to as many Teamster shops and barns as possible.

## PARTS OF A TDU CHAPTER

Understanding the relationship between TDU chapter leaders and others within a local can help chapter leaders decide how to activate both TDU members and non-members within the local. Let's look at the composition of a typical TDU chapter and its relationship to other members of the local.

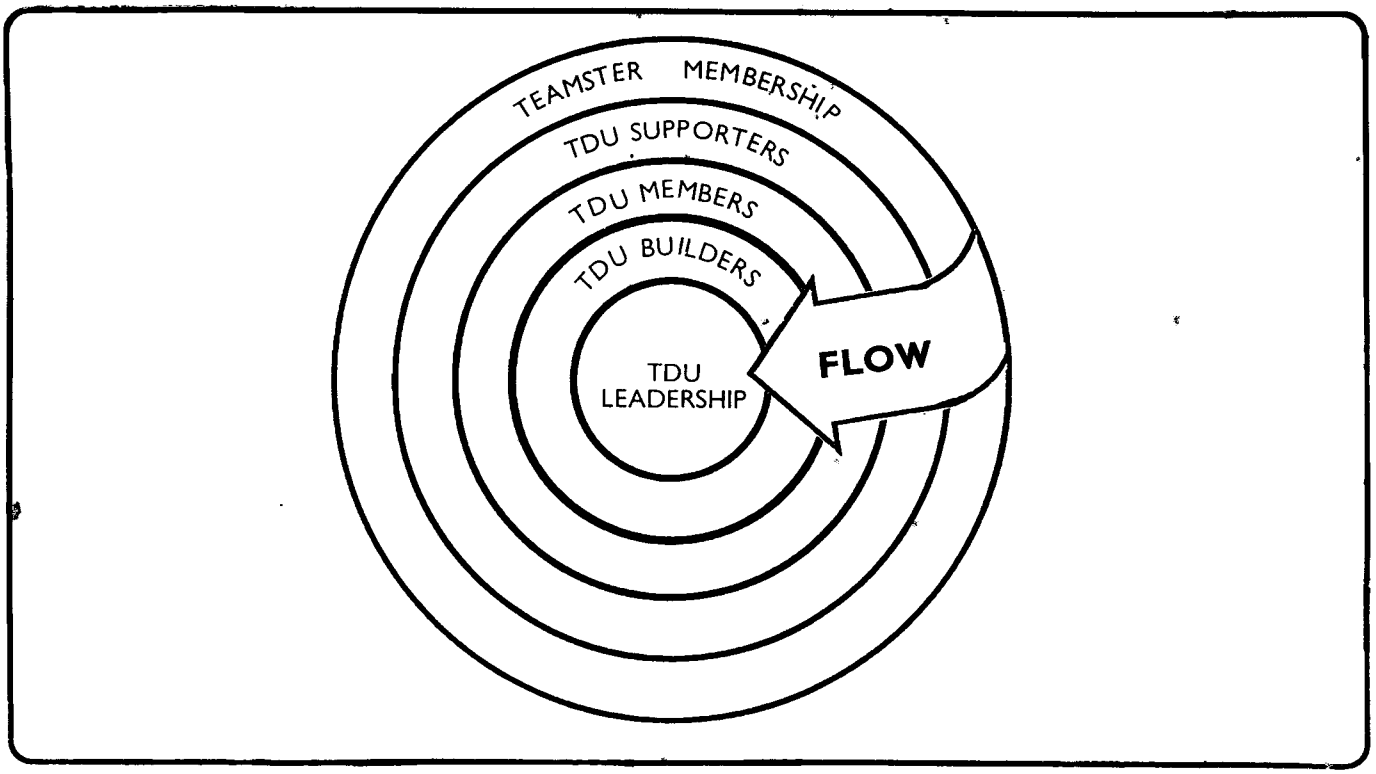
People within the local are really divided into at least five groups. (see diagram next page) The actual leadership of the average TDU chapter usually falls upon a small group. Hopefully, it will be enough for a Steering Committee, but sometimes, it will be as few as two or three people. (the leadership composes the innermost circle on the diagram)

Teamsters who are official members of TDU may, percentage-wise, be only a small part of the local. For example 100 TDU members in a local of 5000. Another factor is that not all of these people are active members. That is, usually only some of the membership are willing to do things like sign up new members, distribute **Convoy**, speak in support of TDU issues at Union meetings, etc. These members are the TDU Builders. (see diagram).

There is a bright side to all of this. There are always Teamsters in the local

who, although not formal members of TDU, will support TDU in various ways: read **Convoy** regularly, vote for TDU candidates, support TDU principles, and give small financial contributions like buying raffle tickets. Depending on the issues involved, these TDU supporters (see diagram) can comprise well over 50% of the membership within the local.

Think of your own local with respect to the diagram. The leadership initiates plans and hopefully, this activity will draw members inward from the outermost circles toward the center of activity. Planning is the key. Let us look, therefore, at the importance of planning.




## PLANNING CHAPTER ACTIVITIES

A chapter leader's goal is to build TDU strong enough to do the job we've set for ourselves-reforming the IBT. We've seen that a strong TDU chapter needs activists and committed leaders. But how, specifically can this be done? In a word, to do this we need "action". Since most of us hear promises and claims every day, from big talking politicians or flashy advertising campaigns, we aren't convinced by mere talk. We learn to judge anything's effectiveness by the activity surrounding it. TDU will be judged by action, too. The Steering Committee, therefore, should plan activity and campaigns that can be carried out effectively. This includes anything from changing your local by-laws to starting a chapter newsletter.

This kind of action reaches out and attracts new people. Every action which involves only a section of your members, like a contract covering dump truck drivers, can involve many members. Everyone can and should help out in such a campaign, since that's what solidarity means. During national campaigns, such as a national contract, your chapter can even work with other chapters, promoting true Union brotherhood and underlining your chapter's strength.

Action shows people that TDU is willing to stand up and fight, not just sit on the sidelines and complain. When goals for activity are chosen, you naturally want to win. But, even if you lose you will establish TDU as an organization that fights back. People who never heard of TDU may become supporters and many

will join. In this way, your entire chapter will grow and be invigorated by this kind of activity.

## FINAL THOUGHTS

Your TDU chapter is part of an ever changing process-the process of activating members who will, in turn, fight to rebuild our union. By understanding your chapter, by acknowledging the problems that can occur when organizing a chapter and learning how to avoid or, at least diminish those pitfalls, leaders can better accomplish this goal. We have to keep the flow of members going inward, moving toward greater involvement in the TDU chapter. It takes a lot of time, but whatever efforts a chapter puts forth to build TDU can pay off--and pay off well in increased effectivness of TDU in the local and the IBT as a whole. Applying the leadership's commitment to effective action in the local will show people that TDU is indeed a welcome alternative in a day when more and more avenues of expression are blocked for us. It takes dedication, determination, and commitment, but TDU is one way to fight effectively--and win!!!

DON'T LET THE DETROIT-BASED SOCIALISTS TAKE OVER OUR LOCAL! VOTE GORHAM!

Some incumbents (in some cases with help from the "U.S. Labor Party") will produce red-baiting, name-calling, or other material. Be ready to stand your ground. If you back off under fire, you'll never be able to stand up to employers and possible pressure from the union hierarchy. Why should the members vote for someone who is afraid to stand their ground?

within 48 hours of when they occurred or when you were informed. Any challenge of any aspect of the campaign must be sent by certified mail to the local secretary-treasurer within 48 hours after you gained knowledge of the incident. Your charges must be specific.

● *You have a right to protest after the election.* If you lose and wish to appeal the procedures used, remember you must have challenged all adverse rulings on eligibility or campaign practices within 48 hours of when they occurred or you became aware of them. After the election, you can file a protest to the Secretary-Treasurer of the Joint Council within 72 hours. You must set forth all your reasons or challenges hitting on every suspected irregularity. If you are turned down, you have a right to appeal to the Labor Department within 30 days after being turned down. You cannot bring up new charges there.

*Note*: this list is meant only as a check list of most of your rights, and *not* as a complete guide. There are more publications you need for that, and you may also need legal advice—*contact the TDU office.* Publications on this subject are the "Teamster Rank and File Legal Rights Handbook" (from TDU), "Democratic Rights for Union Members" (from the Association for Union Democracy), and "Electing Union Officers" (from the Department of Labor).

### Monitoring the Election

Monitoring an election is very complicated and depends upon what type of election your local is conducting—mail ballot, voting machine, paper ballot, etc.(See Article 22, section 4b of the IBT Constitution)

We can not here get into the various methods people have come up with to safe guard a fair vote. One general method is to elect an election committee at the nominations meeting , consisting of five people who are not candidates. The committee shall be impowered to oversee the election and the counting of ballots. Some locals already have this procedure written into their local bylaws. Contact the TDU office for possible help on specific problems.

## — WHAT IF YOU WIN? —

During a campaign usually there is little thought given to this question. Winning is the goal. But the question 'What if we win?', should be considered *before* you ever even begin a campaign. This is necessary because in the past, reformers have been elected and afterward there seemed to be little change in the local union since the people had not seriously considered what would happen if they should win.

Most important is to consider what will happen to your TDU chapter? Are all your leaders

going to be Local officers? That would not be wise as they will likely be unable to be chapter leaders and local officers due to the time considerations.

### Pressures on Officers

Your chapter has to frankly discuss the *pressures* that will be put on people who win an election. First, there may be election protests by the incumbents that will be heard by the Joint Council Executive Board. In almost every case where TDU members have won, election protests were filed by defeated incumbents, and then the Joint Council officials told the new officers that if they agreed to "toe the line," the election protest would be dropped. You have to discuss this in advance, and take a firm approach: *you won't compromise your principles just to dodge any conflict with the union hierarchy.* The election protest is only the first contact with the hierarchy. After that, you will have grievance panels, conferences, workshops in Washington, national bargaining meetings, etc. where your new officers will come into a new world of IBT big-shots—big shots who may have a lot of knowledge, favors to hand out or deny, etc.

This is one reason you need to continue your chapter if you win and *build it stronger.* There is no substitute for rank and file pressure and strength. Your officers should remain an active part of TDU as TDU is their backing against the pressures from above.

Also, a TDU chapter can initiate motions in a union meeting which legally bind the officers and take some of the pressure off the officers. After all, if the members vote that their officers should oppose a certain proposed national contract, then the officers should follow the will of the members. TDU members initiated a motion that their local (Local 30) sue the International as well as a trucking carrier for a sweetheart deal. There was nothing that the International could do about it.

### A Strong Chapter

A strong TDU chapter with TDU officers elected could be a powerful combination. The chapter will help keep the officers on their toes, and be the grassroots backing. The Chapter newsletter can take a partisan side on issues where the union paper cannot. The Chapter members can organize among the rank and file for the will to fight to win decent contracts, and the TDU officers can allow full democracy and back that contract fight 100%. Any officers need to have backers in the field; but usually these are based on promises of jobs, etc.—a patronage machine. But a TDU chapter can be a "grassroots machine" that activates the members for real unionism.

If officers, once elected, start to slip into the same old mold, then a strong chapter is the best check on that, and if necessary, outright opposition to them.

All these matters should be discussed from the outset by your chapter. In this way your chapter and your potential officers will go into the election with their eyes open— and *the people who don't want to stand up under fire, whether from the employers or the union hierarchy, should be screened out.*

TDU is working to *aid* new officers and *link them up* so that we can learn from each other and back each other. This is part of building a movement to change the IBT.

## —WHAT IF YOU LOSE?—

Everyone wants to win, and if you aren't self-confident, no one will back you. But you have to be prepared to lose also. After all, so much is stacked against you. In a large local there may be 10 or 12 BAs who owe their jobs to the union president (or secretary-treasurer), and they may each be asked to kick in $2000 to the kitty just to guarantee their well-paid jobs. That's a $20,000 starter that you just won't have! You know all the other advantages that the incumbents have, too.

Losing, if you have built your campaign along the general lines in this manual, will still aid your chapter. Our chapters in many areas have found this already.

Remember, too, that in most locals very few people will win the first time they run. But by running, if you help build TDU during the election, you will be laying the basis to win the next time. This is a long fight!

### Build for the Future

Normal chapter activities, like distributing *CONVOY*, distributing your local paper, or signing up members, cannot be "suspended" for the campaign. You should build from the start to come out of the campaign stronger than you went in to it, win or lose. And if you do plan this way, it will work.

Remember—TDU is not just organizing to win elections. We are out to win elections to *organize*, because getting someone elected gives them very little power over the employer. That power depends on how active, how self-confident, how united, how militant, and how union-minded the rank and file are. That is the backing that any official needs to win. *That* is what TDU is all about.

## A SHORT GUIDE TO THE DOES AND DON'TS OF A WILDCAT STRIKE

### DON'TS

(1) **Don't drink on the line.**
Police will arrest people just to try and break up the strike.

(2) **Don't bargain individually with the Employer or Union Representatives.**
You will have an elected Rank and File committee and they are the ones that should have this responsibility.

(3) **Don't use violence on the picket line. [However this is not a hard and fast rule].**
Usually they have cameras and will use pictures of violence to obtain a restraining order against you. If there are no cameras, let the strike committee decide what, if anything, can be done.

(4) **Don't rely on the courts.**
The courts are generally too slow in action, cost too much, and will not give decisions in your favor.

(5) **Don't get involved with the police.**
Anything you say to the Police can be used against the picket line if you have to go to court (giving them more evidence to get a restraining order with).

**Don't rely on union officials.**
In most cases, it will require some pressure on local officials for them to give you any help.

### DO'S

(1) **Do be well organized.**
Form a Strike Committee and spread the responsibility: Legal Fund; Strike Fund; Systematic picketing; Spokesperson.

(2) **Do have a communication network.**
**Leaflets**—To inform other workers union officials, and the people you are striking about what's going on.
**Strike Reports**—So each striker knows exactly what is happening.
**Phone Tree**—So one person does not have to do all the calling.

(3) **Do use the TDU Legal Network.**
For information and advice on the legalities of injunctions, picketing, firing notices. Lawyers, as a rule, are costly and do not do much to help in a wildcat strike. But TDU has lawyers that understand your problem and will not gouge you for money and will give you advice on how to overcome the legal maneuvers the opposition will use.

(4) **Do try to force the Union to support the strike.**
As a rule, the officials will tell you their hands are tied and they can't do anything for you, but if you are persistent, you can sometimes get unofficial support from the Union.

(5) **Do get the support of as much of the rest of the industry as possible.**
With leaflets widely distributed telling them your story, your fellow workers are your friends and you can use their support.

(6) **Do inform the Press.**
The Press can help you inform the public. But be sure you control them, and keep the issues you want and not what they want.

(7) **Do use the Local Union.**
If you can put enough pressure on the Local, it is possible to get them to support you.

(8) **Do keep your demands specific and only the most important ones should get emphasis.**
Many causes have been lost by getting involved with items that are only part of the main demand.

(9) **Do involve the whole family, because the whole family is involved.**
Spouses and children can be a great help. And your conditions are their conditions.

(10) **Do use Roving Pickets when necessary.**
In the case of freight, you can picket any truck that is handling your freight. Or in a Factory or Warehouse, if they move your work, put up pickets wherever they go.

# STEWARDS MANUAL

**LOCAL UNION 85**

**INTERNATIONAL BROTHERHOOD**

**OF TEAMSTERS, CHAUFFEURS,**

**WAREHOUSEMEN AND HELPERS OF AMERICA**

459 Fulton Street

San Francisco, Ca. 94102 (415) 861-2912

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This Local 85 Stewards manual is reprinted by Teamsters for a Democratic Union (TDU) with permission, in the hopes that it will be of use to Stewards and members from many other locals.

The "Forward" to the manual, by Jack Weintraub of Local 85, has not been reprinted here for reasons of economy.

Additional copies may be ordered from TDU - enclose 50 cents each for the cost of postage and handling.

**Teamsters for a Democratic Union**
**Box 10128 Detroit MI 48210**
**Phone [313] 842-2600**

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## "Introduction"

**TO LOCAL 85 SHOP STEWARDS:**

Good Stewards learn something new about the Steward's job every day.

They learn primarily by handling grievances, by studying the contract, by getting accurate facts from the members and by taking part in many Union activities.

There is a lot of good advice in this Local 85 **Stewards' Manual.** Take it in small doses.

It is going to take a while to learn all the things the Local 85 **Stewards' Manual** says you ought to know. You won't find all the answers right away. By studying the manual and using common sense in applying it to your shop situation, you can do your job better.

It is a good idea to read this manual once—then re-read it several months later. You will find new ideas in the manual which you hadn't noticed the first time.

Remember, if you do your steward's job well, you are doing the most important single thing to strengthen the American labor movement.

Fraternally yours,
Tim Richardson,
Rec. Sec. & Business Mgr.



**COLLECTIVE BARGAINING:**

**Unions in the United States** have concentrated on collective bargaining as a means of raising the standards of living of their members. The simple phrase, "collective bargaining", covers a wide variety of subjects and involves hundreds of thousands of union members in the process. What does the term mean?

Representatives of labor and management negotiate over wages, hours, and working conditions, and the settlement is reduced to writing. The written contract normally contains a grievance procedure to settle disputes rising out of the violation or interpretation of the agreement. **It is the job of the steward to enforce the agreement IN BEHALF OF THE MEMBERS HE REPRESENTS.**

It hasn't been easy to establish collective bargaining as a permanent part of American life. Historically, the owners of American industry took the position that, since they own the means of production, they therefore have the sole right to determine the conditions of employment. "You can't tell the boss how to run his business!" we are constantly told.

Workers formed unions so that they could have some say over wages, hours, working conditions, automation, severance pay, and the many other problems which arise between a worker and his employer. The unions' efforts to gain recognition are a little-known but very important part of American history, involving great sacrifice and bitter struggle before the principle of collective



bargaining has come to be accepted in major sections of the American economy.

**THE IMPORTANCE OF STEWARDS:**

**Take away the steward system or have a weak one** and you find yourself with a Union which doesn't know what's going on in each shop, limited in its ability to protect the membership. Without the steward, the employer has an added advantage over his employees.

**The steward** is the symbol of democracy on the job. He is the Representative of the Union who is available to the worker with a problem. In many unions, stewards are non-existent or there are so few of them that they cannot do their assigned jobs. Employers like it that way. Management encourages an "open door" policy where workers are encouraged to bring their problems directly to the boss. Those who are foolish enough to trust this procedure usually wind up sadder and, maybe, wiser.

**The steward has a special relationship** to the workers he represents. The average union member does not personally know the president of his International Union, and it's unlikely even in our own Local Union that he will personally know the Business Manager since he may not attend Local Union membership meetings regularly.

**A steward may exert leadership** in other areas than those directly associated with collective bargaining. Since he is looked upon as a leader in his area, his views on such matters as politics, civil rights and community problems will influence the people around him.



**Because we live in a changing world** a steward must constantly participate in a process of continuing education. Last year's answers will not necessarily meet this year's problems. Although being a steward is both hard work and time-consuming, it can be rewarding to feel one is helping others.

**Being a steward** is the best training possible for other positions of responsibility in the Union. **For the future union leader, there is no substitute for the kind of experience acquired as a steward.**

**JOBS OF THE STEWARDS:**

**The steward is responsible** for many jobs. His most important one is the handling of grievances. Among the others are: Organizing the unorganized (including making sure that everyone working steady is a paid-up member of the Union), informing the members of union meetings and urging them to attend, acting as a "transmission belt" between the union officers and the membership, supporting the political-education work of the Union, supporting labor's community activities and knowing labor legislation.

Just because a worker is a dues-payer, it doesn't follow that he understands or wants to participate in the affairs of the Union. Therefore, one of the stewards' basic jobs is to get acquainted or reacquainted with the new man sent to the job from the Hiring Hall and inform him about the Union and its activities.

**Build the Stature of the Union in the Minds of the Membership:**

**What should a steward do** when a new worker shows up? He should introduce himself and first ask to see the Hiring Hall clearance. If the new man is a member of the Union, he should check his dues. If he isn't a member of the Union, he should be made to produce a receipt showing that he has paid his current month's Hiring Hall fee. If the new worker has not yet received a copy of the contract covering the job, the steward should give him one, explaining the salient features of it.

**The steward** should know the magnificent history of Local Union 85 and how it was organized so that he can convey them to the new worker. Today, all too often, unions are taken for granted with little understanding of why and how they were formed.

**The steward** should also be prepared to give the new worker some sense of what the Union has accomplishd over the years. **It is not enough, however,** only to be concerned with the struggles of the past. The new member wants to know what the Union's program is for **today and tomorrow—** not just what it did **yesterday.**

**Be a Communication Center:**

Historically, the Local Union meeting was the place where officers and members met and got to understand each other. As organizations grew in size, the process of keeping in touch became more complicated. The movement of workers from the city to the suburbs has made it difficult for members to attend meetings. Unions, like



other organizations, find that the average member is not much interested in going to routine business meetings. As a rule, only important business draws a big turnout. Different things represent important business to different Local Unions. Among the topics tending to attract large attendance are: union elections and nominations, strike votes, contract ratification, turkey give-aways and proposals for increasing union dues. **It is impossible to schedule these types of business for every meeting; therefore it is essential that the steward inform the people in his shop of the policies and decisions of the organization.**

**Experts say** that the best way to transmit information is for "one man to aim his mouth at another's ear." Sometimes a **steward** may be tempted to "teach the member a lesson" by refusing to report back what happened at the last Union meeting. This policy can only be self-defeating. An uninformed Union member cannot be anything but a disinterested member.

**These same experts** say that the more the union member knows and understands about his Union, the more active he becomes. If the steward makes Union activity sound exciting, the Union will get more help from more members.

**The steward,** in addition to reporting to the members in his shop, has a responsibility to communicate the views of those he represents to the officers, the excutive board and to the membership meeting. As a representative of his barn, he is expected to act as a spokesman for his constituents. Obviously, a steward who doesn't attend the membership meetings isn't in a position to



keep his shop informed or to express the views of his shop to the rest of the Union. **Attending all Local Union meetings should have top priority for every steward.**

**Help Your Brothers with Off-the-Job Problems:**

**The steward** can help his brothers and strengthen the Union at the same time by assisting members with their off-the-job problems. If you don't know the exact answer, refer the member to the Welfare Officer of the Union or to the Administrator of the Employee Benefit Trust Funds for advice and guidance.

**Support D.R.I.V.E.:**

**Just as collective bargaining protects the worker on the job,** labor political action gives workers a voice in determining governmental policies in the community, state and nation. Unions, as organizations of workers, are concerned about the kinds of schools in a community, the kinds of taxes that are levied, as well a host of laws that are of direct concern to workers' when they are injured, unemployed, too old to work or forced to work in substandard industries. Workers have learned that the collective bargaining strength of the Unions can be hurt by the passage of anti-labor legislation and that the finest wage advances can be made meaningless by unrestrained runaway inflation.

The Teamster organization for effective political action is the Democrat, Republican, Independent Voter Education (D.R.I.V.E.). There are, or should be, national, Joint Council and Local Union levels of this organization. Through them, it



is possible for unions to work together to educate about political issues concerning labor and the Teamsters, to encourage members and their families to register, to endorse and support candidates whose records show that they will work for the good of all people, to advance our own political party if need be, and to get out the vote on election day.

D.R.I.V.E. makes no attempt to tell Teamsters how to vote, but it does hope that union members, understanding political issues, will vote in their own best interests.

Because political education is an important part o funionism, every **steward** should be informed about political issues which concern workers and how D.R.I.V.E. operates. Union members look to the **steward** as the one they trust in their own area to keep them informed. The union leadership expects the **steward** to carry forward to **total** union program, including effective political action. **And the steward is key in the D.R.I.V.E. attempts to raise funds which are necessary for effective political campaigns. The steward should be a key figure in raising funds, getting members and their families registered, and seeing that they vote on election day.**

**Engender pride in the Union by encouraging members to wear the Union button.** Few members will continue to display the Union button unless see consistent like behavior on the part of the Steward. **In addition, the steward should display his steward's badge at all times,** not merely as a sign of authority, but as recognition of the confidence his shop-mates have vested in him. If a

Teamster is not proud to represent his shop and to advertise his pride by wearing the badge, he shouldn't accept the responsibility in the first place.

**The General Duties of a Steward:**

**The Shop Steward is elected** by the members of his shop to protect and enforce the contract, fight their grievances for them before the employer and his representatives, and keep his members fully aware of the Union's program and activities at all times. To do these things, the steward should, himself, know the union contract with the employer, the grievance procedure, the Local Union's By-Laws and the International Constitution, and the Union's program as adopted by the General Convention, the General Executive Board, the Joint Council and by Local Union 85.

**Handle Grievances:**

**In order to successfully handle grievances** a steward must be familiar with a wide variety of information. First and foremost, he must know his union contract. He must be familiar with the sections dealing with earnings, seniority and conditions of work. The contract represents the laws of the work-place, agreed to by labor and management. Merely reading the agreement isn't enough. The steward must also know how it has been interpreted.

**A steward** must also be familiar with the work in all of the categories he represents. He should know their jobs, their rate of pay, and how fast they are expected to do their work.



One of the toughest jobs for a steward is getting to know and understand his fellow workers. This comes only after long experience. Yet it is important that this skill be developed rapidly. A good steward needs to know which worker is reticent and supplies answers only to specific questions and which worker advances answers which tend to exaggerate the problem. Perhaps a worker is "moody" and has a rash of problems only on certain days. **Management makes every effort to know its employees: it is important that the steward does, too!**

**Dues Check:**

**Dues** should be checked on a regular basis every few months for the **entire shop.** Members should be made to present **both** their **identification cards** and their paid-up **dues receipts** and show the matching numbers. According to the **International Constitution,** every member **must** produce these documents when asked by another member or be subject to disciplinary measures taken against him. Every member has the right to demand a dues check of another worker in his shop. The **steward** has the **duty** to make such a check.

A member is delinquent in his dues standing if he is not paid up for the previous month. Dues are due and payable on the first day of the current month but can be paid any time up to the last business day of the month without loss of good standing.

More is involved than just catching a few deadbeats and making them pay their share. Many of the members inadvertantly fall behind in their



dues and appreciate having it called to their attention. **This is particularly true of those members who must have an unblemished good-standing record for the two years in order to be eligible for nomination.**

**The main and sometimes only source of the money required by the Union is the monthly dues.** In order to pay the bills and the salaries and the rent, dues must flow into the treasury on a regular basis. The Local Union tolerates a certain level of individual delinquency before instituting expulsion proceedings.

**Seniority List:**

The **seniority list** should be posted prominently on the Union Bulletin Board in each shop and kept up to date. **Seniority** is very important in many of the **steward's** considerations such as hiring, re-hiring, lay-offs, advancements in category, vacations, holiday work and overtime.

Struggles around questions involving seniority sometimes have a history in the labor movement that go back three or four hundred years. It has been the general experience of these labor-management struggles that it is to the employer's advantage to have as many departments as possible, to have as few categories as possible and to lump as many of the employees as possible into the lowest categories. **It is to the Union's advantage, too, that there be as few seniority lists as possible and that as many categories as possible be separate and carefully defined. It is to our advantage to have one list covering all shifts, de-**



**partments and categories.**

The seniority provisions of the contract give the steward a weapon with which to counteract the favoritism of management.

**WHAT IS A GRIEVANCE?**

**A grievance is a violation** of a worker's rights on the job. It's important that a steward be able to distinguish between a complaint and a bona fide grievance. This can be done by following the same procedure a Teamster follows in attempting to discover why a truck won't run. He approaches the problem on a systematic basis by running through a check list. Among the questions he examines are: 1.) is the battery dead? 2.) is the gas tank empty? 3.) is the starter switch broken? 4.) is the engine flooded?, etc. A steward should have a similar check list to determine whether a grievance exists. The following points should be checked:

1.) Is it a violation of the contract?
2.) Is it a violation of a past practice?
3.) Is it an area of management's responsibility?
4.) Is it a violation of company rules?

If a steward is in doubt as to whether or not he has a legitimate grievance, he should consult a business agent of the Union before presenting the grievance to the boss or terminal manager.

**But a steward shouldn't sit back and wait for something wrong to be called to his attention** Frequently, a boss will try to put something over on workers who don't know the contract. A steward who knows the contract, knows his barn, and keeps in close touch with the other members in

the barn will be able to stop employer chiseling almost before it starts.

**Contract Violations:**

**Because most of the rules** governing the relationship of a worker to his job are contained in the contract, this is the first place the steward should look to see whether the worker's complaint is a legitimate grievance. Some grievances are clearcut violations of the contract and are easy to prove. **Grievances concerning the interpretation of a contract are not as easy to determine.**

**Violation of a Past Practice:**

**A past practice can be the basis for a grievance** particularly in areas where the contract is silent or unclear. However, grievances in this area can be quite complicated and are governed by the following rules:

1.) A practice, to be considered valid, must be repeated over an extended time period.

2.) A practice must be accepted explicitly or implicitly by **both** parties. In the first case, the Union and the management have formally agreed to the procedure either orally or in writing. Implicit acceptance exists if neither party formally objected to the procedure over a period of time.

**WHAT IS A GRIEVANCE?**

3.) If a practice violates the contract, either side can demand that the agreement be enforced.



4.) If a practice is bad or unsafe, an arbitrator may throw it out on the grounds that it never should have been established in the first place,

Because the area of past practices is complex and because a grievance in this area may have implications for the entire Union and, perhaps, the Joint Council too, the business agent should be consulted on such matters.

**Management Responsibilities:**

**Grievances charging a violation in areas in which management has responsibility** occur most often over problems involving working conditions and health and safety issues. For example, there is nothing in the contract stating that the work place be lighted by a specific number of watts of electricity or that the fume-emission from the fork lifts be restricted to a certain level. Yet the Union will argue that management's responsibility includes the maintenance of proper light and of low exhaust emission levels. **Also, the employer is expected to maintain his vehicles in proper condition and provide a safe place to work on the platform.**

**Company Rules:**

**Company rules** may be established by consultation or by unilateral action. The Union does not recognize company rules unless they have first been submitted to the Union and checked to determine that they do not conflict with the contract. Management by-passes this procedure by posting memoranda from time to time stating that "of this date" such and such a new order will be



in effect. Even if the Union doesn't recognize the validity, if they are violated to the disadvantage of a worker or workers, it is the basis for a grievance.

**WHEN A COMPLAINT BECOMES A GRIEVANCE:**

**Not all complaints are legitimate grievances.** The steward must investigate the story the worker tells him. He must check the facts—whether they are accurate or not. Then, he must determine if the workers' rights were violated and look for the source of the violation. In brief, the steward must check the four points listed on page 11. If the steward's check list indicates that the complaint is justified, it is a legitimate grievance.

But, if after investigation, the steward finds that the worker misunderstood the contract or misrepresented the facts or that the complaint cannot be regarded as a labor-management dispute — the worker's complaint is not a legitimate grievance—it is a "bum beef".

**Borderline Grievances:**

Sometimes the steward, even after investigation, cannot determine whether or not a worker's complaint is a legitimate grievance. Such a case may be a borderline grievance.

**Where there is no clear answer to the problem, the steward should give the benefit of doubt to the worker. He should process the complaint as a grievance. The role of the steward is to act as the attorney for the people he represents rather than act as a judge.** If in doubt about a given case, he should check with the business agent. If doubt still



remains, the grievance should be filed with the expectation that the case may become clearer as more information is made available in the higher stages of grievance procedure or that it will set a new precedent in favor of the Union.

**Bum Beefs:**

In the case of a bum beef, it is important that the steward carefully explain to the worker why he has no grievance and urge him to withdraw the complaint voluntarily. If the worker is still dissatisfied, the steward should point out how the worker can go about getting the Union to overrule the steward by following other avenues of procedure. By pointing out how his own decision can be appealed, the steward protects himself from being charged with arbitrary action. Besides, there is always the possibility that the steward may be wrong.

There is a basic danger for the Union in having the steward process "bum beefs". Management loses respect for a steward who evidently cannot distinguish between legitimate and non-existent grievances. The result may be that the company will stiffen its resistance on legitimate grievances on the theory that the steward can't tell when he has a good case. Or management will seek direct settlement with their employees, by-passing the steward.

The workers, too, will lose respect for the steward if they think he will process everything brought to him. They'll snow him under with "bum beefs". Also, a steward with a long string of lost grievances on his record won't have much

of the confidence of the workers he represents. **Taking up "bum beefs" will only reduce the effectiveness of the steward as a Union representative.**

## GRIEVANCE MACHINERY:

### Economic Action:

Years ago, grievance procedure was relatively simple; there was a right to stop work over any grievance. The readiness of the Teamsters to do so absolutely necessary often resulted in a favorable settlement of the grievance without a stoppage. Arbitration of any grievance could take place only if the Union agreed to it.

Times have changed. Anti-union laws such as the Taft-Hartley and the Landrum-Griffin Acts have ham-strung us on grievance procedure. Today, few union contracts provide for the right to stop work in support of a grievance. Only in some cases does Local 85 still have that right, and even then, it is a complicated and time consuming procedure.

**Often, harassed business agents will seek an easy way out.** When the employer sugests that a grievance go the route through the Joint Council panel, the Joint Western panel, and even to arbitration, such business agents may readily agree. They may even anticipate the employer and make the suggestion themselves. In cases like this, all they are doing is passing the buck in order to blame the arbitrator when he rules against the worker and for the company. Since the passage of the Landrum-Griffin and Taft-Hartley Acts,



many arbitrators are daily destroying contract conditions that workers fought for and won during the early days of industrial organization. The settlement of grievances, instead of being the job of the Teamster steward in each shop and barn has been handed over to lawyers, arbitrators, professors, labor consultants and company industrial relations men.

Although our contracts still have some provisions for job action, the trend to throw grievances to upper level procedures and arbitration has increased and has affected all levels of our Union, too. Teamster officials and stewards must guard against the use of arbitration as a substitute for a real effort to fight grievances in the shop. The best place to settle a grievance is still right there on the platform, at the wheel of the truck or on the seat of the fork lift.

In 1960, the Supreme Court ruled that an arbitrator's decision is enforceable in the courts and will not be overturned unless fraud was involved or unless the arbitrator exceeded his jurisdiction.

Because of the growing trend of arbitration decisions against workers, grievances should be referred to arbitration only where the Union's case is so strong that even a management-minded arbitrator would have trouble ruling against the Union. In many instances, it is preferable to postpone a grievance, leaving it unsettled until the time is right to make another effort rather than permit an arbitrator to make a ruling that will scrap the contract provision in question and set a bad precedent for similar cases in the future.

Teamsters' Local 85 stewards and officers must



mobilize and rely on the strength of the workers they represent to settle their grievances.

Nor should the steward conclude from this that the only way to go is to stop work and walk off the job en masse. Contracts written in compliance with today's anti-labor laws have booby-trapped these procedures. Strong shops and stronger Local Unions have been broken by indulging in this kind of unplanned unilateral action.

### Time Limitation:

There are often a number of time limitations associated with the grievance procedure with which the steward must be familiar. There may be additional limitations in the time element for filing grievances related to back-pay and to discharges. **If the Union fails to appeal the management decision to the next higher step within the prescribed time limitation, management can assume that the case has been dropped.**

### Arbitration:

When no agreement can be reached in the grievance panels and deadlocks occur, certain cases are brought to arbitration. Although the steward may not play a direct role in the arbitration process, his initial actions may affect the outcome of a case. His ability to collect all the important information may provide much of the ammunition to be used in other steps of the procedure. Furthermore; an arbitrator may sometimes rule that, as part of a settlement, he will not grant anything more than was asked for at the time the grievance was filed. This means that a steward



must be sure to ask for everything to which the worker is entitled.

## PROCESSING GRIEVANCES:

### Steward and Worker:

It is of major importance in handling a grievance that the affected worker is kept fully informed constantly as to the status of his grievance. This is especially necessary when a grievance drags on without settlement. By holding full discusions with the members of the shop, the steward helps avoid rumors and misunderstandings. If a settlement is offered by management which differs from the one originally demanded, it should be discussed with the workers concerned before acceptance.

In some cases, it may be necessary to accept a compromise in order to settle a grievance, but in no case should the compromise give up any rights guaranteed by the contract.

The steward is the trained union representative and therefore should be better qualified than the average worker to present the case to the management. But if the worker is present when the grievance is discussed with the management, he knows exactly what transpired and cannot argue later that "if I had been there, I wouldn't have been sold down the river." The steward and the worker operating as a team also provide an additional witness for the Union if one is necessary in later steps in grievance procedure. Most important of all, this policy builds the collective strength of the Union. It shows the company that the members understand the importance of pro-

tecting the contract through official procedure. It also demonstrates to the company that the steward has the support and confidence of the people he represents.

If the steward and the worker find themselves with differing views in the presence of management, they should recess their meeting and reconcile their differences.

**Steward Alone:**

This method suffers from the fact that the worker does not directly participate in the discussion and, therefore, may not fully understand what has taken place. In certain exceptional cases where strong feelings exist between the worker and his supervisor it may be necessary for the steward to handle the grievance alone. Otherwise, the worker and the supervisor may engage in a "shouting match" that produces heat but little light.

There may be rare cases when a worker is so frightened of the supervisor that he refuses to go with the steward to take up the grievance. Having the worker along is a way to overcome his fear, but sometimes this cannot be done, and the steward goes by himself.

**Worker Alone:**

Under Section 9(a) of the Taft-Hartley Act, workers have the legal right to process their own grievances. Because the worker has no special training, he may be talked out of a legitimate grievance simply because he doesn't know his rights or he may be scared into dropping a case. In addition, the individual may make a settlement



of which the Union is unaware or he may make a settlement which affects the rights of other workers.

This same section of the Taft-Hartley Act states that the Union has the right to have a representative present at any time a worker and the company settle a grievance. It provides further that the settlement must be consistent with the contract. Obviously, if workers handle grievances on their own, it is absolutely essential that the Union demand that it be present at the settlement, otherwise the contract may be severely weakened. **The best protection, of course, is to educate the membership on the importance of handling all grievances through the official grievance procedure.**

**Worker Backs Down:**

Sometimes a worker will seek to withdraw a grievance after filing it, fearing that he will be penalized later by management. If the contract has been violated, the steward should make every effort to get the worker to sign the grievance form and to support the grievance all the way, explaining to the member that standing on his own two feet is a responsibility, not only to himself, but to the Union as well. Otherwise management may assume that the steward doesn't have the support and respect of the people he represents. **Consequently, the company may get tougher to deal with on matters brought to its attention.**

**How TO INVESTIGATE A GRIEVANCE:**

**Whether a grievance is won or lost** is often determined by how carefully a steward investigates



the problem. Therefore, the steward must be prepared to do the following:

1. Conduct an interview. Listen carefully to the worker's statement, writing down such things as dates and other pertinent data.
2. Ask questions for clarification or additional information.
3. Distinguish between a fact and an opinion.
4. Determine which facts are relevant to the matter under discussion.

**RELATIONSHIP WITH MANAGEMENT:**

**Steward and Supervisor:**

It is important that the steward understand his relationship with management. Although the supervisor exercises certain authority over him in his role as a worker in the shop, when they meet to discuss grievances, the steward acts as official representative of the Union and, therefore, has equal status. He has every right to be treated as an equal as well as the right to express himself fully on the problem under discussion.

Generally, every effort should be made to settle a grievance as close to the source of the dispute as possible. The representatives of both groups have to live with any settlement reached. If they can arrive at one, rather than having it imposed upon them from above, both parties will be better off. In addition, the further the grievances travels up the procedure route, the more difficult it becomes to settle because it becomes a matter of pride or prestige. Therefore, both sides tend to back up their subordinates even



when they feel that they may have been wrong originally.

It is absolutely essential that the steward talk to the supervisor after getting the worker's story. He can properly evaluate the complaint only after hearing both sides. The supervisor may provide certain facts that were not available to the worker or the steward.

**Losing Your Temper:**

Sometimes management will deliberately provoke a steward hoping he will lose his temper and make rash promises or threats which he is unable to carry out. Such actions result in the steward losing the respect of both the management and the people he represents. Most people don't think straight when they're angry. Anger dosen't help make effective arguments.

**Discussing Side Issues:**

Management will often try to sidetrack the steward by discussing matters not related to the grievance under consideration. If it is of concern to the organization, the steward should ask that it be discussed after the grievance is resolved. If the subject is completely irrelevant, the supervisor should be reminded of the purpose of the meeting. But the supervisor should not be cut off so sharply that he takes offense.

**Know When to Stop Talking:**

It's usually better to say too little rather than too much. By listening to the other side it is often possible to get a better understanding of management's argument and, therefore, be in a bet-

ter position to combat it. If management concedes the grievance, the steward should end the discussion immediately. Otherwise the supervisor may think of some additional reasons why the company's position is correct and it may be necessary to reargue the entire case. **If the worker is not present at the time of the settlement, he should be notified immediately of the outcome of his case.**

**Faliure to Reach Agreement:**

If the steward is unable to obtain a settlement he should tell the supervisor that the grievance will be appealed and he should inform the worker of what has happened. In addition, he should brief the business agent who will carry the next step of the grievance as to the main line of argument taken by the supervisor.

The steward should be careful never to guarantee to the worker a successful settlement of his problem. What appears to be an airtight case is sometime completely destroyed upon further investigation. It may then be difficult to convince the worker why the case was lost.

**The steward should be prepared to process vigorously the grievances of all the workers he represents regardless of his personal feeling about them. This should be done both as a matter of justice and as a way of insuring that dangerous precedents involving contract violations are not established.**

Since the worker wants his grievances settled today or tomorrow at the latest, it is important that he be kept informed as to the progress of his case.



**BROTHERHOOD OF TEAMSTERS, LOCAL 85**
**INFORMATION OF COMPLAINT OR GRIEVANCE**
450 FULTON STREET, SAN FRANCISCO, CALIFORNIA 94102
PHONE: SAN FRANCISCO 861-2012 SAN MATEO 347-1602

_____ 19____

Member's Name_____ Home Phone_____

Name and Address of Firm_____ Bus. Phone_____

Contract Worked Under_____
(Freight, Meat, Lumber, Linen, Etc.)

Article & Section Violated_____
Article # Section #

Steward Contacted_____
Name Date Reported

Give Complete Report of Complaint:_____
Date of Occurance

What Action is Requested?_____ SAMPLE

Signed_____ _____
Steward Member

REPORTED TO UNION OFFICIAL_____
Name Date Reported

Action taken by Official and results obtained_____

Union Official_____

_____
Signature

Member's Acknowledgement of final action taken by Union_____
Signed Date

DISTRIBUTION: White/Union Office Copy Yellow/Driver's Copy Pink/Steward's Copy



## WRITING GRIEVANCES:

**The Five W's:**

The steward who has the responsibility for writing the grievance should do so only after talking to the supervisor or terminal manager. He should check carefully to make sure that he has covered the **Five W's**; — the WHO, WHEN, WHERE, WHY and WHAT of the grievance form. These points can best be explained by examining their location on the form on page 22.

WHO: Refers to that part of the form that clearly identifies the worker with the grievance.

WHEN: Refers to the time element. Often, information regarding more than one date is needed for proper completion of the form:

1. the date on which the grievance is officially written.
2. the time and date on which the grievance actually happened.
3. the date first filed with management.
4. the date on which the supervisor gave his decision.

It is particularly important in matters involving back pay that all dates be clearly stated.

WHERE: Refers to the exact location where the grievance took place—at the terminal, on the platform, at the shipper's location, at the consignee's location, etc.

WHY: Refers to the reasons why the complaint is a grievance. This is the heart of the grievance and should be written under the section entitled: "Give Complete Report of Complaint".

WHAT: Refers to what should be done about the grievance; what settlement is desired.

A steward who can present a grievance orally sometimes has trouble in reducing it to writing. He can overcome this difficulty if he follows these simple rules:

1. Write the grievance as concisely as possible.
2. Keep a written record of important details.
3. Say it first, then write it.
4. Write legibly.

**Say It First; Then Write It:**

Writing is the equivalent of speaking with a pencil. Therefore some stewards find it helpful, before reducing the grievance to writing, to first assume that they are explaining the grievance to the terminal manager or supervisor; then write down the same language they would have used orally.

## FILING GRIEVANCES THROUGH GOVERNMENTAL AGENCIES:

Often, a grievance lost in contract grievance procedure can be processed through a governmental agency and won. Care must be taken, however, to show that the contract grievance procedure was attempted and proved inadequate. Neither the federal nor the state agencies will allow themselves to be used **in place** of the contract grievance procedure, but will act after that procedure has been completed.

Grievances filed through governmental agencies must be based upon violation of law by the employer.

**Federal Law:**

Some of the type of cases the National Labor Relations Board (NLRB) will process are as follows:

1. **Unfair Labor Practice.** This, for example, may be an attempt to discriminate against workers because they are unionists, stewards, or in any other way protective of the Union and their union rights.
2. **Discrimination:** This may be discrimination against workers for being between the ages of 45 and 65. It may also be discrimination against workers because of sex, race, national origin, religion or any combination of these factors.

**State Labor Board:**

The Board will process complaints based upon violations of the California Labor Code.

**OSHA and Cal-OSHA:**

Violations of codes designed to safeguard workers' health and safety are investigated and prosecuted by Cal-OSHA.

**Assistance from the Union in Filing These Grievances:**

The Union will provide assistance and advice in the filing of claims through governmental agencies. What must be remembered is this: it is the workers' **right** to file cases; the agency **is not**



**doing the worker a favor** by processing a case; **the agency must process the case if the worker insists.**

The agency, acting as judge and jury, may decide against the worker. The worker then has the option of appealing to the next higher body of that agency. If the agency decides in favor of the worker it has the force of the federal government to compel the employer to comply.

**STEWARDS' COUNCIL:**

Just as the shop steward is a key member of the Union, so is the Stewards' Council a key body of the Union—and for the same reasons. Through the Council, every steward learns what is going on in other shops and barns—information which can be of great use to him. Through information exchanged at the Council it becomes evident which shops are weakly represented or not represented at all.

Not only does the Council play an important part in carrying out the Local Union policy, it is an important center for initiating policy recommendations to the Executive Board and to the membership meetings.

The Steward's Council brings the Local Union policy to the membership and helps direct its execution. Through the Steward's Council, the steward gets the information and material which helps make him a better and more alert union member.

The Steward's Council should not be regarded as the place where conditions in the industry are leveled; it is the place where stewards find out



which shops have better conditions than theirs, how the better conditions were achieved, and what must be done to raise the entire industry to that level.

**FIGHTING DISCRIMINATION:**

**Discrimination Helps the Employer:**

One reason why the practice of discrimination continues is because it is profitable. Discrimination is a many-sided weapon that the employer uses to keep down wages; not only the wages of the direct victim of discrimination, but the wages of all workers. A lower wage or rate for a woman worker, for example, actually means lower earnings for men because the employer can use this as a threat to keep men from demanding more.

The threat of competition from "cheap labor" has an extra dividend for the employer, for as long as workers are competing, they remain divided and will never have the unity needed to win improvements in their wages, conditions and benefits. The discrimination most costly to the Union members is against the unseen worker—the one kept out of the shop altogether, adding to the pool of unemployed workers. The pool of unemployed workers is a constant threat to the employed workers' standard of living. The Unions cannot solve the problem of unemployment in this society. But the Union should not allow the formation of a special group of unemployed workers who can be convinced that their enemy is the Union rather than the boss.

Because discrimination in any form or for any reason, divides workers, sets one group against



another, it is the deadliest enemy of effective unionism. Article II, Section 2(g) of the Constitution of the International Brotherhood of Teamsters, recognizing this, specifically prohibits all forms of discrimination against any individual because of "race, color, religion, sex, age or national origin."

**Federal Law:**

The Fair Employment Practice Law (Title VII of the Civil Rights Act of 1964) became effective on July 1, 1965. Also, in 1965, a Presidential Executive Order was issued. The Act and the Order both prohibit discrimination in employment grounded on race, color, religion, sex, or national origin. The Act creates the Equal Employment Opportunity Commission and authorizes it to deal with these unlawful employment practices, whether they are committed by employers, employment agencies or labor organizations. The Order charges the Secretary of Labor to act against these unlawful employment practices when they are committed by employers having government contracts or sub-contracts.

In early 1974 the United States Attorney-General announced the signing of a consent decree by the multi-bargaining units of both the trucking industry and the International Brotherhood of Teamsters. This decree is the instrument for removing from the industry's hiring practices the discrimination against Blacks and Spanish-surnamed workers.

**Steward's Responsibility:**

The shop steward is responsible to see that dis-

crimination doesn't occur. This is the same job he has been doing—or should have been doing—all along except that it has a different name. Take the terms "fight racism" or "fight discrimination" and substitute for them the term "fight favoritism" and that's the job the steward has been doing all along except that in this language it picks up added meaning.

By fighting for the rights of minorities in his shop not to be discriminated against, the steward will find that he has helped the other workers as well. Also, since minority and specially discriminated-against workers have great experience in coping with employers' efforts to downgrade them, they have established an enviable record of trade-union militancy and leadership. All the workers in the Mine, Mill and Smelters Union, the United Steelworkers, the International Longshoremens and Warehousemens Union, the Butchers and Meatcutters Union and many more have benefited by the presence and leadership of these specially oppressed workers.

Fighting for the right of all employee regardless of sex, race, color, religion or national origin to get a better job is fundamental to a strong Union.

**ORGANIZING THE UNORGANIZED:**

Every trade unionist recognizes the potential threat to the Union presented by non-union shops operating within the jurisdiction of the Local Union. The employer under contract to the Union recognizes these shops as threats, also—threats



to his continued operation. Often, the steward will find that the employer is interrupting discussion of a grievance with a complaint against the Union for allowing unfair competition to go unchecked.

That's the way he sees it. If a competitor is able to continue to pay less than union scale and give less than Union benefits and, in other ways, cut costs in a manner that the employer under contract to the Union may not use he gains a great advantage over the owner of a union-shop. Even though the freight rates may be equalized by governmental commissions, the non-union operator will have a better margin of profit and he will use that advantage to steal shippers and consignees away from the operator of a union-shop.

The driver working in a non-union shop presents a more direct threat to our members' security. He is being trained for our jobs at less than our wage scales. You may be sure that, at the first opportunity, he will quit his non-union job and seek a job within our union jurisdiction competing with our members as a trained worker. Once hired, he will achieve union membership and another union member who might have had the job will, instead, have his name on an ever-growing list of unemployed union members at the Hiring Hall.

Our answer isn't to put the non-union shop out of business but to **organize the non-union shop and bring it under contract.** While it's true that the major responsbility for organizing these shops



belongs to the elected administrative officers of the Union, each member and each steward shares the responsibility. It is up to the members and the stewards to alert the officers of the Union to the existence of these non-union shops, to feed the pertinent information regarding them and to demand a progress report on each of these cases. Then, when the terminal manager interrupts a discussion on a grievance to complain about unfair competition from a non-union shop, the steward can truthfully say that something is being done about it, and return to the discussion at hand.

The information that members should assemble and the steward turn in to the Union should contain the following:

1. The exact name of the non-union shop.
2. Address.
3. Names and descriptions of the non-union drivers.
4. Name and address of employee receptive to organization.
5. Description of trucks and their license numbers.
6. Names and addresses of shippers and consignees and the times of delivery and/or pick-up.

**SUMMARY:**

Paying attention to the following details will help in the winning of grievances:

1. Don't short-circuit the grievance procedure.
2. Stick to the facts.
3. Don't lose your temper.



4. Listen carefully to what the others say.
5. Don't bluff or threaten.
6. Don't permit stalling.
7. Don't horsetrade.
8. Attempt to settle grievances at the level closest to the shop.
9. Don't argue with the worker in front of management.
10. Keep the worker informed about the progress of his grievance.

**Know Labor Laws:**

Stewards should be familiar with the major legislation affecting workers. While it is impossible to know the details of this large area of legislation, it is important to know where to get the information you need at any given time.

The labor movement is concerned at all times with a wide range of social and economic legislation in areas ranging from civil rights to conservation.

# HOW TO WRITE FOR CONVOY

## WHY CONVOY?

A lot of the time and effort of TDU members goes into **CONVOY**—writing, production, distribution. Why do we put so much into this little paper?

It's because TDU is a rank and file organization. We don't have the power, money, or connections of the employers and the International Union. All we have is each other, and the knowledge that we are right in our fight for a democratic and militant union.

We don't have slick publications like,say, **Commercial Car Journal** or the **International Teamster**. And we don't have access to the press nationally or locally the way the employers and the union officials do. So we have to keep each other informed, educated, and active.

**CONVOY** exists to keep the ranks informed about what the companies are doing and what the officials are doing, whether at the International, Joint Council, or Local level. It exists to exchange information among Teamsters across craft and jurisdictional lines. It exists to broaden the members' knowledge of what's taking place, not only in the Teamsters, but in the labor movement as a whole.

We carry on this educational work, this propaganda, if you will, because we know that only a nationally united rank and file movement can succeed in reforming the Union and taking on the employers' attacks on our conditions. If we are divided—by craft, by local, by race, by sex, or politics—we will all go down in defeat. Unity is the watchword for TDU, and **CONVOY** is one of the things that helps create that unity.

Above all, however, **CONVOY** is our organizer. We have just a little over 2,000 members. We're still a small organization. At this stage, we have only one full time organizer. Most of our organizing is still done by our most active rank and file members. When they need information, when they need arguments, when they need support, **CONVOY**'s there to give it to them.

But **CONVOY** also goes into hundreds of barns, truck stops, and other places across the country where there are no TDU activists, or even members. It's **CONVOY** that carries the word, the word about union democracy and fighting the companies, to many of those two million Teamsters out there.

## WHO IS CONVOY FOR?

**CONVOY** has at least two audiences.

(1) TDU members and activists who look to **CONVOY** not only to keep them informed, but to help them organize. To give them the arguments they need to answer the company and the Union—arguments about jurisdictional disputes, leasing, deregulation, contracts, the union officials, the employers' attacks, etc.

(2) Those Teamsters out there who would join TDU if they knew that it existed, what it is, and what it's fighting for.These people get interested in **CONVOY** and TDU when they see articles about their local, their union officials, the company they work for, the craft they work in.

## GETTING DOWN TO WRITING

Many people feel funny about trying to write an article for **CONVOY**. After all, we're Teamsters not authors.

Remember though—

(1) If you don't do it, no one will.

(2) You're the expert. After all its your company, your local, your life. Who knows more about it?

(3) It's like what Thomas Edison said about being an inventor—it's 90% perspiration and 10% inspiration. You don't have to be a genius to write an article, you just have to work at it. Or, as another man once said, the most important part of being a writer is

applying the seat of the pants to the seat of the chair, that is, sitting down and getting to it.

But there are things that you can learn that will make it easier. That's the point of everything else that follows here.

There are some general rules about writing for a newspaper that can be helpful. First, names make news. The name of the company, of the town, of the local. But most important the names of some of the people involved. Get the names of these people, and also your own name, either as someone involved or as the author. People like to know real, breathing people write the articles they're reading, and where they work and what local they're in. More than that, no one trusts anonymous articles. No one respects someone who won't stand up for what he believes in.

Third, get the facts. Remember Teamsters know that the employers lie to them and that their own International officers lie to them—they're counting on **CONVOY** to tell the truth. If we don't tell the truth and get the facts straight, we will lose readers and lose respect among the rank and file. If you write an article, take the time to find out what really happened. If it's about the contract, exactly how much money, exactly how many sick days, exactly who is on the negotiating committee.

Also, people like to know who says so. Get a quote. Ask the people involved what's going on and get it in their own words. Ask the guy on the picket line why he's on strike,ask the Business Agent what the Union is doing, ask the employer why he won't settle.

Fourth, be yourself. Every **CONVOY** article is an editorial in a sense. We have a point of view. We're always on the side of the rank and file union members. Tell the story from your point of view. The regular daily press may pretend that they're objective, when they actually are dominated by big business like the trucking companies, but we don't pretend on **CONVOY**.We have a partisan point of view—that of the ranks.

Finally, remember, what makes it news is that it's **new**. Most stories are time-bound, that is, they get stale if you hold on to them. Try to sit down and write your story and get it off to **CONVOY**as soon as possible. You should call **CONVOY** to find out the deadline for the paper and to let the editor know it's coming.

One standard thing that journalists often ask themselves when writing a news story is about the 5 W's and the 1 H: Who, What, Where, When, Why, and How. Those are the facts that should be in the first sentence or paragraph of every article. The "When" usually comes last in the first paragraph.

**Who** **How** **What**
Fifty wild-cat strikers militantly struck the Fly By
**Where**
Nite Express (FBNX) Company in Chicago, last
**When** **Why**
week, in solidarity with John Jones, who was fired

for poking the boss in the eyes.

Get that information in the first sentence or paragraph. Then get quotes.

"The boss is a big jerk," said Brown. "We don't intend to let him get away with this, 'cause after Jones—it could be us."

Then get names.

Brown has worked on the dock at FBNX for 2 years. Also on the picket line were Mack Smith and Big Joe Bloe.

Make sure it's OK to use the names of the people you mention.

If you can, send some pictures in with your article. Make sure you send **CONVOY** only black and white photographs. (Please don't send in instamatic cassettes). Try to send in pictures where people are **doing** something, as they are more interesting. If your article is about a few people, try to include a picture of them.

# HOW TO GET PUBLICITY

Getting our message out to our brother and sister Teamsters can be difficult, especially when you consider that in most cities and towns there are more than one local and many different Teamster jurisdictions. An important aid in reaching Teamsters and the public at large, is the press, radio, and TV stations.

Some TDU chapters have had more experience and success in dealing with the press than other. We've put together the best ideas we've heard to help you in getting the maximum publicity for TDU in your area. We don't expect that very many chapters will use each and every suggestion in the packet, but if you read it over and keep it for reference, probably some of it will be useful in guiding you with the press, and in reaching more Teamsters.

In dealing with the press, just as in any other kind of organizing, there's no substitute for a **personal contact**. Try to get an appointment with local labor writers and editors and with labor reporters on radio and TV to explain what TDU is about in your home town and what's going on nationally. Take along your local newsletter or paper and **CONVOY**, the **Join TDU** brochure, and other materials. Explain conditions at your work place and in your local union. If you can, set up a group get together with reporters. A balanced group of Teamsters from different barns, industries, or locals is especially good. **Be helpful** in getting people for interviews, talk shows, in pictures.

Once you establish a relationship, **keep on top of it**. Call up your local reporter every couple of weeks or so and tell him or her what's been going on. Send in your local paper of news clippings from other media. If you have a local mailing list, add your reporter to it.

Remember, **you** are useful to them. You are helping them. You are news—and they get paid for writing or taliking about it. **You are doing them a favor**. So don't be shy or bashful.

## SENDING OUT A PRESS RELEASE

A press release is a way of getting information to the papers, radio, and TV. When you write a press release, it must be clear, simple, to the point, and come from a source. A press release should contain six pieces of information: **Who, What, Why, How, Where,** and **When**, and it must come from someone. It should be typed and double spaced. It can be xeroxed for different papers and stations.

## EDUCATING THE PRESS

Many reporters are not well informed about the trucking industry, the Teamsters Union and even less about the rank and file. They may confuse owner-operators with wage-earning truck drivers. They often confuse rank and file activity with an attempt to go non-union or decertify and leave the union. **You must teach them**. After all, you are the expert. You've been a Teamster for years.

So fill them in with background facts on matters that are covered by your press release. You can tell them, or better yet, attach a short fact sheet with your release.

**FACT SHEET**

Local XYZ, 5000 members, grocery workers.

Joe Bloe, President of Local XYZ, last year made $95,000 in salaries as Local President, President of joint Council, Trustee of the Central States Health and Welfare Fund, International General Organizer. Plus expences of $30,000.

## REMINDING THE PRESS

Like the rest of us, reporters and editors are busy people and they forget. It is important for you to follow through on your contacts. Once you've sent out your press release, you should call them to ask if they received it, if they'd like any further information, if they'd like to interview the speakers, etc.

Your name and phone number at the bottom of the press release is important in case they want to contact you. Make sure you have someone who will be at home, perhaps one of the spouses, or a laid-off Teamster.

## HOW TO REACH THE MEDIA

A good place to start is the telephone book. This will be fine in small towns, but in big cities other guides can help you. Just as there are guides to local cartage companies and freight lines, so big cities have guides to the local media. These books are published by advertising companies and can be quite expensive. Ask your local reporter friend if such a book exists, how you can get it or if you can copy it.

**City News Bureau**—Big cities usually have a local wire service that informs the papers, radio, and TV of what's going on. Notify the City News Service first of your plans. They will notify the papers. But don't rely on them. There is no substitute for direct contact with each of the papers or stations.

**Dailies**—The big daily newspapers should be sent a press release and be followed up on.

**Radio Stations**—Especially truckers' stations. Sometimes they will record a statement on the phone. Also, they usually have public service announcements (for meetings, etc.), but need advance notice for these.

**Television**—If you can go to the studio, you may get interviewed. Also, get them out to meetings and events. A call to remind them on the day of the event is important.

Don't ignore minority papers. Black papers have important readerships in several cities—**Pittsburgh Courier,** the Chicago **Daily Defender**, and others. We want to involve Black Teamsters and reach them more than we have in the past. Also, any important foreign language papers (usually weekly) are important in some areas, such as the Spanish language press.

TDU headquarters in Cleveland will take care of notifying the **New York Times**, the **Wall Street Journal**, AP, UPI, ABC, NBC, CBS, and the Canadian systems. You shouldn't bother about them even if they have alocal bureau in your city.

## ORGANIZING A PRESS CONFERENCE

For the big event, such as contract expiration, union election, or big TDU meeting, you might use a press conference.

1. Give notification well in advance, a week or ten days if possible.

2. Follow up with reminders by phone the day before the event.

3. While you may have on spokesperson, try to have a representative group present as well. Such a group could consist of three people.

4. Try to have a media attraction there if possible. That is, if you have a noted figure from the rank and file movement in your town or travelling through it, use him or her. For example, someone from the TDU National Steering Committe who's in town.

5. Prepare a press packet for the reporters:

   a. A press release on the event. The speech which the speaker will give, more or less. A fact sheet about the event.

   b. The names of the speaker (spell it correctly) and his identification.

      Example: Joe Bloe, driver for Fly-By-Nite Express, member of Local XYZ, TDU Chairperson of the Metropolis Chapter.

   c. Local rank and file papers and other TDU materials such as **CONVOY**, the January 1977 **Readers' Digest** reprint,

6. Remember, you have to educate the press. Give a briefing on the conference and why you called it just before the speaker begins. When Jimmy Olson from the **Daily Planet** is sent to your meeting, it may be the first time he's ever heard of the IBT, much less the

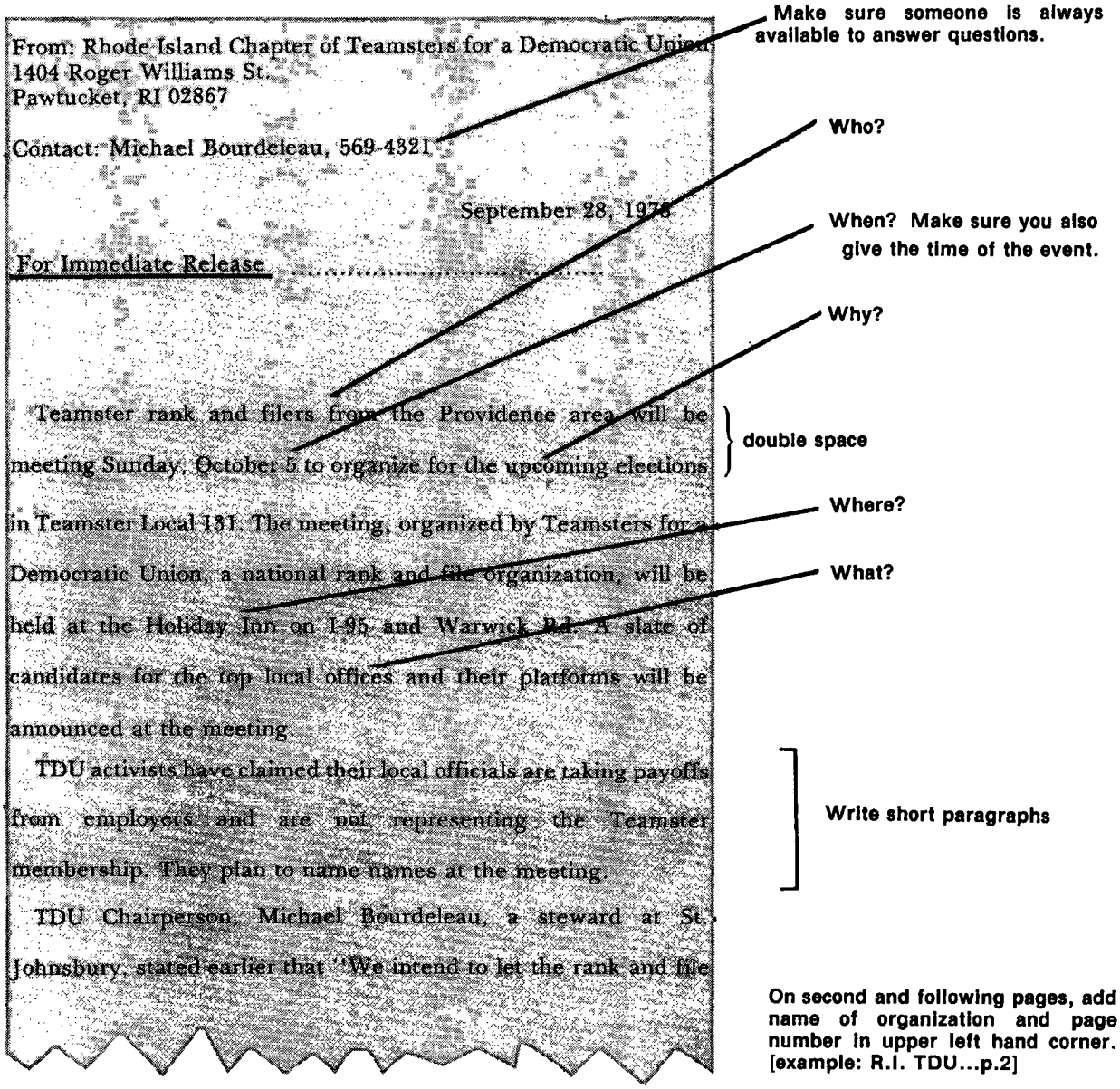
TDU.
7. One more tip. **Monday** is considered a "slow day" by the press, which means its a **good** day to get them out.

## KEEP NATIONAL TDU INFORMED

TDU is a rank and file Teamster organization striving to reform the union and improve the working and living conditions of all Teamsters. The media is one of our tools in carrying our cause to the public. Many people in all walks of life, especially other working people in unions, would be willing to support us morally and materially if they knew about what we are doing. We need their support.

If you have particular success with a press release or a press conference, or if you develop particularily good relations with a reporter, let us know. Send us your clippings or a note about your interview on TV or over the radio.

Good luck!



From: Rhode Island Chapter of Teamsters for a Democratic Union
1404 Roger Williams St.
Pawtucket, RI 02867

Contact: Michael Bourdeleau, 569-4321

September 28, 1976

For Immediate Release

Teamster rank and filers from the Providence area will be meeting Sunday, October 5 to organize for the upcoming elections in Teamster Local 131. The meeting, organized by Teamsters for a Democratic Union, a national rank and file organization, will be held at the Holiday Inn on I-95 and Warwick Rd. A slate of candidates for the top local offices and their platforms will be announced at the meeting.

TDU activists have claimed their local officials are taking payoffs from employers and are not representing the Teamster membership. They plan to name names at the meeting.

TDU Chairperson, Michael Bourdeleau, a steward at St. Johnsbury, stated earlier that "We intend to let the rank and file

Make sure someone is always available to answer questions.

Who?

When? Make sure you also give the time of the event.

Why?

double space

Where?

What?

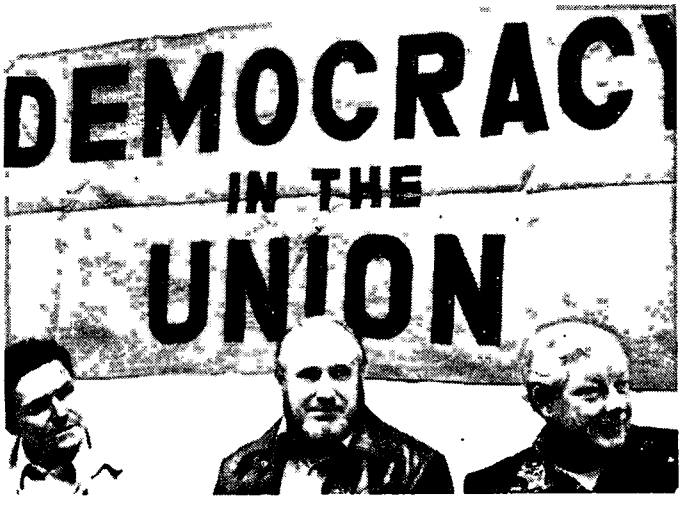
Write short paragraphs

On second and following pages, add name of organization and page number in upper left hand corner. [example: R.I. TDU...p.2]

# MAKING A CHAPTER BANNER

In preparing for a TDU Chapter Meeting, a picket line, or a demonstration, a chapter banner helps make a strong visual statement. It can be pinned or taped behind the speakers table at a chapter meeting, giving a backdrop for any pictures as well as decorating the room for your meeting. Television cameras, particularly, like to pan the room and frequently pick up banners and posters. Outdoors, on a picket line or demonstration, a banner can tell passers-by and the press who you are. We can't afford billboards and TV ads to publicize who we are and what we stand for, but every opportunity we get we should maximize our impact by the use of banners and picket signs, which make a statement about the particular issue we are promoting or protesting and identifying our chapter with that issue.

Your steering committee should solicit or appoint a committee to make a chapter banner. It could be made by one person, but it would be a big project for only one and would probably be more fun if done by a couple of people or a committee. This can be an outlet for some untapped creativity.




## SIZE OF BANNER

A finished banner should probably not be more than 7 feet long and approximately 3 feet high. Fabric usually runs 3'4"in width or more, so you should choose your fabric size based on how big you want the banner to be. You can make a larger banner, but it will be unwieldy in outdoor demonstrations if too much larger.

## MATERIALS FOR BANNERS

1. **Cotton/dacron fabric**—We suggest that you **not** use all cotton as it gets wrinkled easily. Some synthetic, probably dacron, is good so that after many uses and being folded it will not get wrinkled. Felt should **not** be used. It is not durable and cannot be used outside in rain and bad weather.

2. **Nylon or silk-type light weight material**— This material has advantages for use in demonstrations, but it is more expensive and somewhat harder to work with because it is slippery. If you choose this type of fabric, it would be best to paint on letters as sewing would be very difficult. For the amateur banner maker, nylon may just be too complicated to work with.

## HOW TO MAKE LETTERS

There are three main ways to make letters:

1. Painting
2. Sewing
3. Gluing (with possibly stitching for reinforcement).

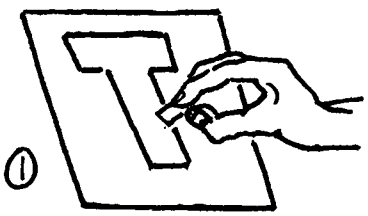
1. **Painting**—Use permanent paint (possibly enamel) not tempera or water-based paint. There is a dye-type paint which you may find at a graphic arts or craft shop which is nice and easier to work with than enamel, which tends to dry on thick and make the banner stiff. Making letters by this method is good if you can find the right dye/paint. The letters must be heat-treated with an iron to become permanent.

There are several ways to make the outlines for your letters. One way to to lightly draw your letters in pencil on the banner or you could use the letter patterns provided for your chapter by

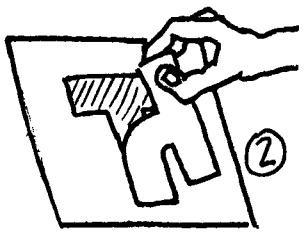
the TDU National Office to draw the outlines which you would then paint in. If you use the letter patterns, cut out the letters and then trace around the outline of the letter in pencil or with a felt marker the same color as that of the paint you are going to use. Use a yard stick to make sure that the letters are all even.

Another method is to use masking tape along the edges of the letters once you have outlined them in order to have sharp, clear edges when you paint in the letters. You will still have to carefully paint the rounded edges of the letters, however.

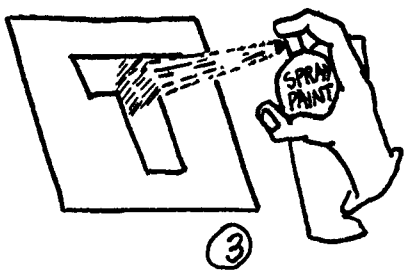
A third method for making letters is to cut the letter from inside the pattern page and use it like a stencil and spray paint over the stencil, being careful to hold the pattern down flat against the material to prevent the paint from seeping outside the pattern outline. You might consider making stencils of letters out of cardboard or plastic. Cover the remainder of the banner with newspaper while spray painting.




1. Use razor or scissors to cut out pattern.




2. Remove letter and spray inside stencil. Keep edges flush against material.




**Note:** Make sure to have a good layer of newspaper under your banner when painting so that the paint won't seep through and damage your table or floor. Also, make sure that the paint is dried before folding the banner.

2. **Sewing**—Use the patterns provided by the TDU National Office or make your own and cut out letters out of fabric. It saves time to cut out all the "E's" you need, for example, at one time.

Arrange the letters on the banner as desired and then pin them down. You may want to baste them first before sewing, especially if you are using a machine, otherwise, it is easy to get the letters crooked. For those who have zig-zag machines, that kind of stitch is nice to use around letters so that the material won't ravel around the edges. Some people prefer to do it all by hand and could use embroidery stitch around the outside.

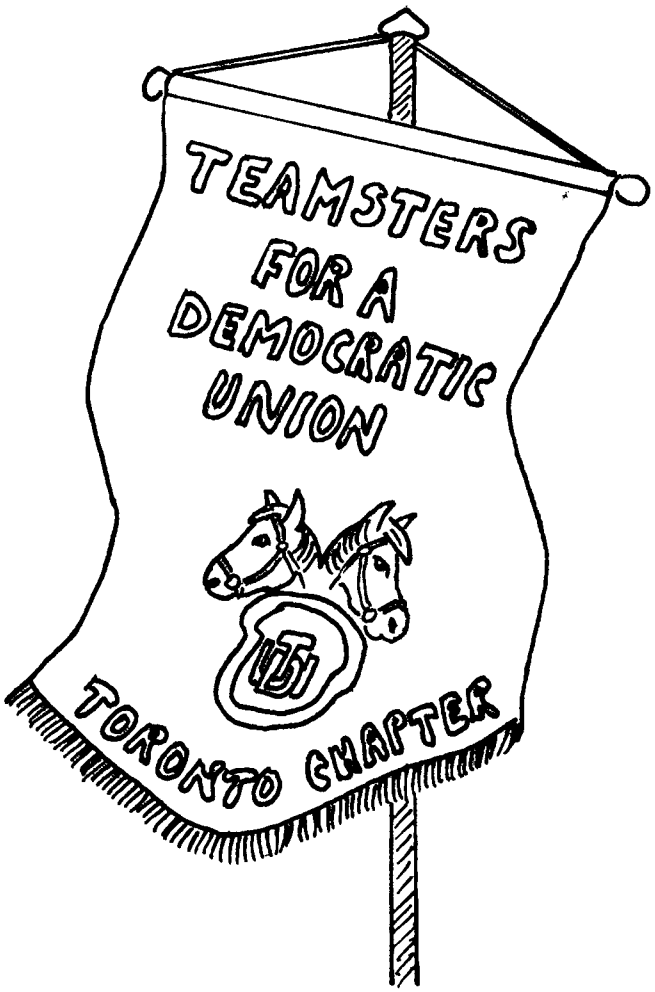
3. **Gluing**—Cut the letters from oil cloth (plastic coated or vinyl-type cloth which can be bought at the dime store). This type of cloth was once comonly used for kitchen table covers. Or you could cut the letters from the same type of cloth as you banner is made from.

Use Elmer's glue, being careful not to get glue on the fabric as it might discolor it. You may want to tack the glued on letters in some places so that they don't come lose, as one disadvantage of the gluing method is that the letters don't stay on permanently. Nevertheless, this is one of the fastest ways to make a banner.

## WHAT TO PUT ON YOUR BANNER

As your banner is a way of identifying you to onlookers, it is important to make it clear who you are. Prominent on any banner should be **Teamsters for a Democratic Union**. You should also include the name of your chapter. If you are feeling creative, you might also add some design such as the TDU emblem or design your own chapter emblem as

has the Toronto TDU Chapter. Banners have traditionally been used by the labor movement and have been done with great care and artistry as they are symbols of the organization just like a flag is.




You might also want to add a slogan, such as the traditional "An Injury to One is an Injury to All", or some brief statement identifying TDU's goals, such as "United for Rank and File Control", or anything you feel is appropriate. Avoid, however, overloading your banner. Too many things will only water down its visual impact.

### HEMMING THE BANNER

If your material is the size you want it, the salvage (finished edge) is fine for the top and bottom of the banner. If not, it is suggested that you hem it in order to keep it neat looking and stron By finishing the banner completely, it will be useable for a number of years.

### MATERIALS YOU MAY NEED

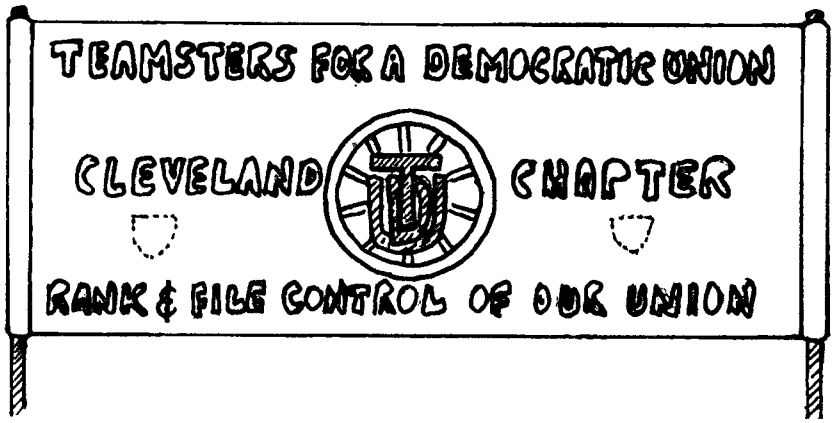
1. Newspaper or drop cloth.
2. Ruler and yardstick.
3. Pins.
4. Masking tape.
5. Felt marker the same color as the letters or a soft pencil.
6. A brush large enough, but also manageable, to fill in letters, and a small brush for making corners and edging.

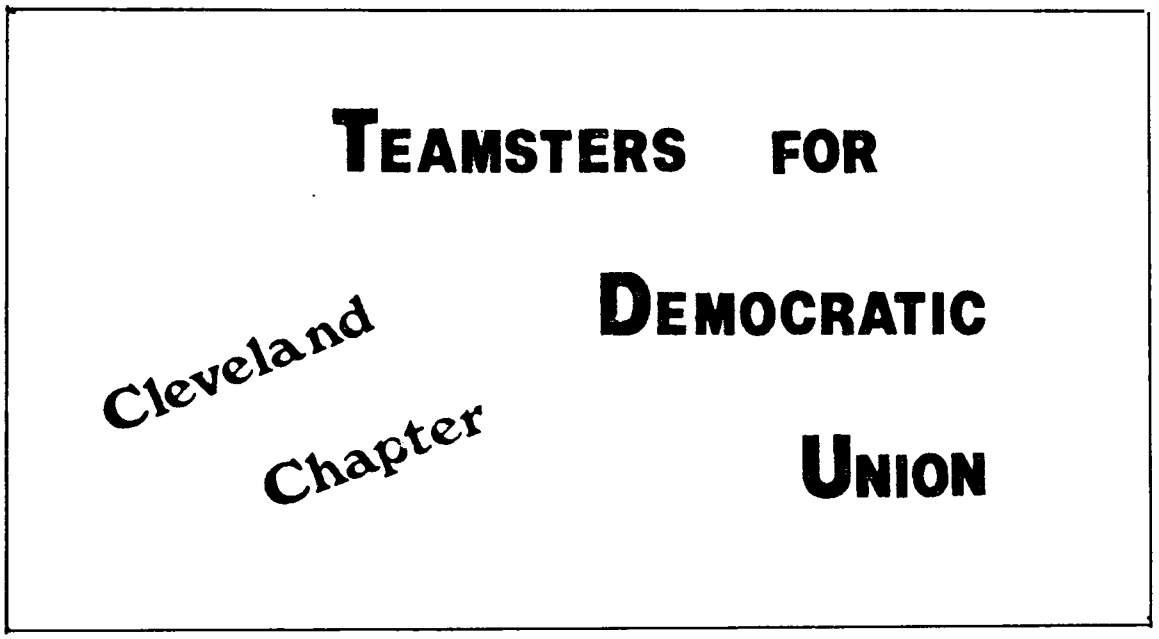
### QUESTIONS ON MAKING A BANNER

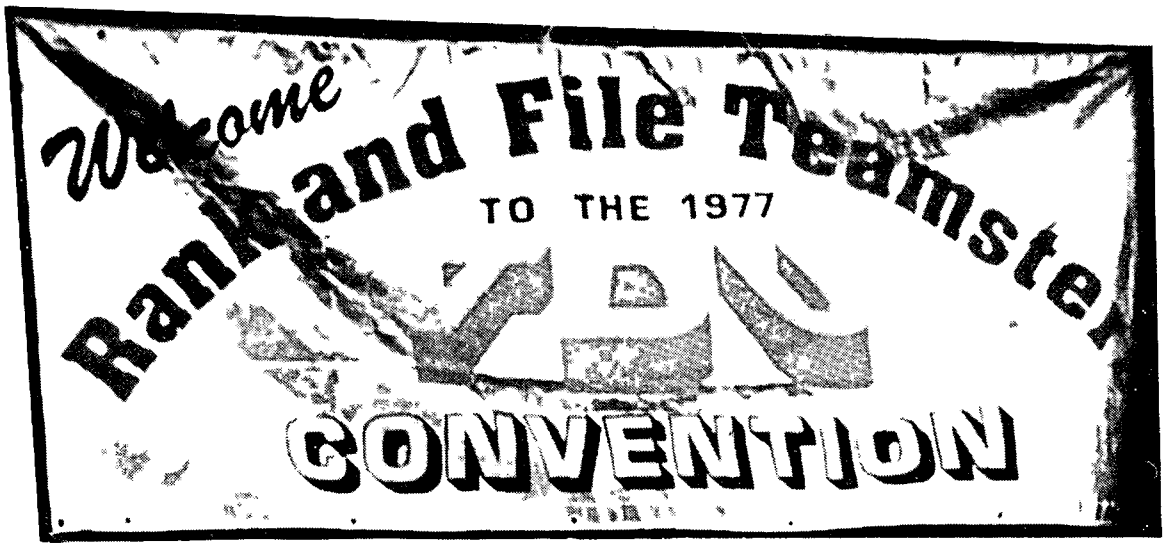
1. **Is this just too much trouble?**—It is not as complicated as it sounds, and once done it can be used over and over again and you will be glad your chapter has such a nice banner.
2. **How much will it cost?**—Depending on the method you choose, it could cost up to $20, depending on the size and materials used.
3. **Is it agood investment for the chapter in time and money?**—Being proud to be a Teamster in the rank and file movement, in TDU, is what we are all about. Making a bold visual statement with a banner helps get our message across to those attending our meetings and to the press. We think you'll be glad you made the effort.

Please write or call the TDU Office about any problems you have and share with usany new methods you come up with so that we can pass them on to others in any revision of this section of the manual.

Sample Banners



**Item:** A company announced a new work rule prohibiting posting of literature on the bulletin boards. Later the company was found to be enforcing the rule only against rank & file literature, and allowing personal notices to remain posted. The Hartford-Springfield TDU took action and the NLRB has filed a complaint against the company.

**Item:** In 1976, union members passed out rank & file literature to everyone entering the union hall. Union officials, claiming to be "preserving order" at the meeting, came out and hustled the rank& filers away. A federal judge in Cleveland ordered the union to stop after TDUers brought suit.

If your rights to organize on the job or in the union are being taken away, you are not alone in the IBT. Company and union officials all over the country have often stooped to such undemocratic methods to stifle rank & file activity.

Violations of your rights should not be passively accepted. TDU encourages its members and chapters to stand together and fight to protect rank & filers' right to speak out about their jobs and their union. Of course, the best and most effective way to accomplish this is through direct membership action. This can take the form of petition drives, mass grievances, or group meetings with the officials involved or other more militant action. If the union officials can be forced to cooperate, so much the better.

In addition to these tactics, there are protections provided in the law. There are two major laws: The National Labor Relations Act and the Landrum-Griffin Act. Your rights under them are listed below. As you go through them, keep three important points in mind:

First, when you go to a lawyer or the Labor Board, have the facts and witnesses for your case properly lined up. You should be able to answer the "5 W's": **what** happened, **when** it happened, **where** it happened, **who** saw or heard it happen (names, addresses, and phone numbers) and **why** the company, the union, and the rank & filers each claim to act as they did.

Second, a court or the Labor Board will always ask you why you didn't file a grievance or go through union channels before going to the government. There are several answers to this. Perhaps you tried to go through channels and your challenge was not considered. Perhaps corrupt officials ruled against you on the merits of your protest. Perhaps there is not time to go through procedures because the matter must be decided immediately. Perhaps the procedures have been shown to be futile in the past. Whatever your answer, be prepared to back it up with facts and witnesses. Good cases are often thrown out based on this technicality.

Third, you will always be much better off is you act in a group. Judges are suspicious and cynical about free speech cases. By coming in a group you will suggest to the judge that the real authority in the union lies with the rank & file not with arbitrary union officials. A good arguement is always made stronger by the testimony or presence of large numbers of rank & file members.

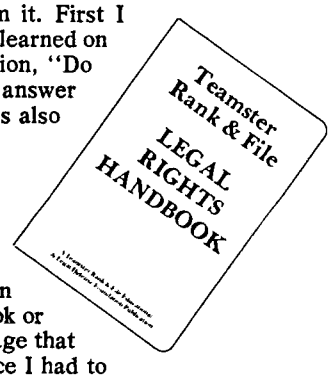
It may seem that these laws are too remote to actually affect the conduct of your union officers. It is sometimes tough to get them to obey the law. But the law has an effect on the union. Writing in the December, 1977, issue of the **Wisconsin Teamster**, Frank Fitzsimmons stated that all Teamsters must be fully represented **even** if they are members of groups such as TDU or PROD.

**If you have any further questions on this or any other legal matter affecting the fight for a stronger democratic union, you may find that it is answered in the 182 page "Teamster Rank & File Legal Rights Handbook", available from TDU. If your specific question is not answered there, call or write us directly.**


## Rank & Filers review "Legal Rights Handbook"

• I think it's fantastic! I have already learned a tremendous amout from it. First I ordered 2, then one month later I ordered 10 copies. I especially liked what I learned on the grievance proceedure about what your response should be to the question, "Do you feel you were properly represented?" Everyone should know how to answer this question and what it means for taking your grievance to the NLRB. It's also good on the right to distribute literature.

**Tom Griffith - Local #776 Harrisburg, PA**




• I have refered to the Legal Rights Handbook many times in the past few months and have found it to be more helpful than our NMFA or Contract book. As a 9 year Teamster member, I have found most of our union officials are either unwilling to tell union members the information in the book or they don't know it. The Legal Rights Handbook is written in everyday language that every Teamster member can understand. I would gladly pay whatever price I had to pay to obtain a copy of this handbook, but you can buy one for $4.00 from TDU.

**Richard Marcum, newly elected steward at Central Cartage, Local #299, Detroit**

**Available through TDU, [$4.00 each - 5 or more copies, $3.00 each]**

# WHAT THE LAW SAYS

### National Labor Relations Act

1. The NLRA can be used for suits against both the company and the union. To enforce your rights under it, file a charge by mail or in person at the National Labor Relations Board on the forms they provide. If the Board decides that your case has merit, it will set the case for trial and provide a lawyer to prosecute it. Your charge must be filed and served within six months of the date your rights are violated.

2. For literature or activities to be protected, they must relate to "concerted activities for the purpose of mutual aid or protection". This means that your literature must in some way concern your job or your union or those of workers for other companies.

3. Harrassment by surveillance or interrogation about rank & File meetings and other activities is prohibited.

4. Company rules prohibiting distribution or posting of literature on company property are legal only if they are uniformly enforced against all literature. They may not be enforced just against TDU or other rank and file literature. The Board will view with suspicion a rule announced just when a new TDU chapter was formed.

5. A company rule that singles out "campaign" or "organization" literature, or in some other way specifically suppresses rank and file activity, is invalid. Even if such a rule is in the contract, it is still illegal.

6. An exception to the last two rules is that the company and the union may agree to allow a bulletin board for official union notices. If other than official notices are put up, the bulletin board becomes available to all of the rank and file.

7. Literature may be physically distributed only in non-working areas on non-working time. This includes the person recieving the literature. But signing up TDU memberships or petition signatures may be done in working areas on non-working time as long as no literature passes.

8. You may keep rank & file literature at your work station or in your truck as long as you do not read them on working time and they do not interfere with your work.

9. Non-employees may come on company property to hand out rank and file literature over the company's objection only if other non-employees, such as insurance salesmen, are routinely tolerated there by the company.

10. The union may not use threats of violence to disrupt peaceful rank and file activity.

**by Ellis Boal**
**Legal Coordinator, Teamster Rank & File Legal Defense Foundation**

### The Landrum-Griffin Act

1. The Landrum-Griffin Act can only be used for lawsuits against unions. To enforce your rights under it, you must have a lawyer and go to court.

2. You may assemble, organize, speak, or write freely without reprisal from the union. This applies whether you are in or out of the union hall. Union officials can't rip down rank & file literature or disrupt rank & file meetings.

3. The union may not discipline you for rank and file activity. Though some of the offenses listed under Article 19 Section 6 of the IBT constitution do deny you free speech rights, the General Executive Board of the union has ruled in specific cases that they will not be so used.

4. Article 19 Section 12 of the IBT Constitution requires you to exhaust all appeal procedures in the union before you sue. This provision is illegal and a court will probably overturn a union conviction based on it. On the other hand, a court is allowed to delay a case for up to four months while you exhaust your union appeals. But in cases regarding free speech, courts do not normally require you to wait the four months.

5. If you advocate decertification from the IBT or advocate a strike in breach of a collective bargaining agreement, you may be subject to discipline, despite the free speech provisions of the law.

JOIN TDU

## Teamsters for a Democratic Union Membership Card

Name _____ (please print)

Address _____

City _____ State or Province _____ Zip _____

Phone _____ Local Union # _____

Company _____ City ☐ Road ☐

Dock ☐ Clerical ☐ Warehouse ☐ Other _____

TDU Membership $10 ____ (includes CONVOY sub) **Special Monthly pledge $____**

Amount Contributed $_____ Date _____ **Return this stub to TDU**

Card distributed by _____ **P.O. Box 10128**
**Detroit, MI 48210**
**Phone (313) 842-2600**

The steering committee is responsible to the chapter and its members. All the actions of the steering committee should be verified by the membership. If possible ideas should originate with the membership. The steering committee has come to life because of the membership's desire to democratize the union and therefore membership accountability should be foremost in the minds of the committee members. The transfer of information between the membership and the committee should remain fluid and two way. This gives the committee a feeling of security in the knowledge that they are fulfilling the desires of their members. It also gives the members the feeling that their needs are being heard and taken into consideration.

The steering committee has a task at hand that is greater than that of the local union executive board. In almost all cases the local union has sold out. It is up to the rank and file and their leadership and coordination apparatus to bring the union back to the members. The chapter is the first step in that direction.

## VISIBLE, VOCAL AND VIABLE

To accomplish the task of the rank and file it is necessary for the steering committee to fulfil the requirements of the 3 V's: the steering committee must be Visible, Vocal, Viable.

**VISIBLE:** TDU is not a secret organization. It is open to all concerned teamsters and their spouses. Therefore, the coordinating element of the organization, the steering committee, must be in the forefront as representatives of the rank and file. In chapter newsletters their names should appear regularly. To potential new members, the steering committee should be recognized as the group that has the responsibility of representing the rank and file. With visibility comes accessability, where the steering committee makes itself available to teamsters to help solve problems that the local does not wish to tackle. The steering committee is always abreast of all the issues and the facts in the local. That is accomplished through the chapter network and through representation in the chapter and on the steering committee of as many varied locals and crafts as can be accommodated. The TDU office in Detroit can also lend a hand in legal matters and in the provision of literature for the members. The steering committee as a visible group is then able to command respect from teamsters who are not yet members of TDU as well as maintain the respect of those who have chosen them to the steering committee. Much of this is accomplished through the chapter newsletter, flyers and word of mouth.

**VOCAL:** The steering committee as representatives of the rank and file is made up of those individuals who are somehow suited to provide the necessary leadership in the TDU Chapter. However, the steering committee also has a larger role in the scheme of the Teamster local. They must show a leadership role at union meetings as well. This leadership serves the purpose of demonstrating to all Teamsters the necessity of a strong rank and file. It is only by vocal demonstration that this will be met. If there are issues in the local, these issues must be tackled by the chapter. Those who represent the chapter must be prepared to present the issues and eventually the solutions too. Through contact with other chapters, the legal network and the TDU office, help is made available through literature and personal contact. Problems can be analyzed and action can be planned and taken accordingly. Change will occur in stages and the steering committee should be prepared to help change happen. With a strong vocal steering committee the rank and file have a direction that can be followed and a group to which they can relate. Organized vocal demonstration, coupled with visibility through the newsletter and **CONVOY**, properly prepared and well

# The Role Of The Steering Committee



Whenever a group of individuals get together to set a goal and perform a task the first order of business is to set out each person's role and duty. The division of responsibilities makes the performance of the task easier and more manageable. Most often it takes the monumental task and makes it manageable by dividing it up in such a way that each individual is responsible for a portion that s/he can best handle.

So it is with the work of the rank and file. A TDU chapter has a monumental task in front of it: to make their local more responsive to the ranks and more democratic in its functioning. This high ideal cannot be accomplished by one person or by one action. It will be the result of the combination of many smaller activities coordinated toward the final goal of participation and democracy in union affairs. This is where the steering committee enters the picture.

## REGULAR TEAMSTERS— EXTRA CONCERNED

The steering committee is that group of concerned teamsters who individually can bring together their talents to coordinate and take part in the multitude of practical assignments that will further the goal of TDU. The steering committee is not a group of professional organizers, legal experts, journalists,bookkeepers or sales representatives. But yet, the steering committee will embody bits and pieces of all those professions in the desire to help effect change in the union, and partake in the day to day activities of the Chapter.

The Chapter is never alone in its quest for democracy and justice. The International office of TDU has made available literature (Legal Rights Handbook Grievance procedure booklet; Stewards manual; Bylaws booklet; etc.), attorneys, resource people, and all the advise you could possibly require (Organizers manual) or ever need (phone 313-842-2600). This combination of a central information office and a network of Chapters allows the rank and file a system of help and information unmatched by any grass roots organization. The steering committee automatically becomes a part of this ever growing network and helps bring the rank and file one more step closer to its goal.

To be on the steering committee one should be concerned with bringing a little pride, a little dedication and a little time. The pride is to help spread the word, the dedication is to help keep going and the time is to get things done.

The size of the steering committee is optional. Some chapters have a few and some may have many. It depends on how much pride, dedication and time is found in the membership. Most often there are more excuses than time, but if one can keep his/her excuses in check, the time usually appears. A seven to ten person steering committee is very functional, but some chapters start out with fewer. That is, a great deal can be accomplished when the work is divided up among five to ten people. Information can be spread quickly between those individuals and meetings can be scheduled on short notice. Less than seven means a great deal of work for committee members. For a very large chapter, more than ten may work well since the activities may be broader and all available help is often needed.

Basically the steering committee's responsibility lies in coordinating the activities of the chapter. The committee is often the backbone of the organization and should take its duties seriously. Patience and tolerance are important characteristics to keep in mind when working in a group. Often personality clashes and what seems to be a lack of progress cause problems. These are faced by all groups at some time and should not be taken as the death of the group.

funds from a wide range of members. Advance planning is the key. A campaign picnic or dinner has to be well planned and organized. (See other sections of this manual.) Campaign raffles are a common method, and a good one. You are getting ticket-sellers in the various barns, and they are "selling" your campaign while they sell tickets.

In a local of average size (roughly 5000 members) you will probably need something like $2000 or more to mount a serious campaign, including a mailing to all local members.

One word of caution: a recent court decision in one Federal District Court (lower level, so this probably does not establish a precedent but it still should be watched) ruled very broadly on "employer contributions" to a campaign. A candidate (unrelated to TDU) in Toledo Local 20 accepted a contribution from a tavern-owner, who employed no Teamsters, yet the election was challenged and the court upheld that this was an "employer contribution."

## CHECKLIST OF YOUR RIGHTS

The following rights are derived from the IBT Constitution, federal labor law (the LMRDA which is a US law and therefore there will be some differences in Canada), and court rulings. It is meant as a check list of your rights, not as a comprehensive legal manual. You have to be prepared to fight for your rights.

● *You have a right to run.* Eligibility requirements in many cases have been thrown out. For example, TDUers Claude Carpenter (Local 75) and Ron Senn (Local 827) were ruled ineligible because of the meeting-attendance requirement, but both got it quickly overturned and went on to win in these elections. This "meetings-attendance" requirement is not legal, no matter what your bylaws say.

The "continuous good standing for 24 months" rule is valid and can be enforced, but not strictly as written. So your right to run may be broader than you think. You have a right to ask your secretary-treasurer at any time if you are eligible; and he must tell you within 5 days.

● *You have a right to campaign.* You have a right to visit barns and shops, distribute your literature, hold events, etc. The same goes for your supporters. Interference with your rights by employers or agents of the union are serious violations.

● *You have a right to equal access.* If an employer allows the incumbent to walk on the dock to pass out his literature, he must allow you equal access. In general, no employer or the union hall can "play favorites" in any way. No union officer or BA can campaign on union time. This also means that you have the right to a leave of absence from work during your campaign if your opponent is granted a leave of absence. For details on this right you should contact the TDU legal network.

● *You have a right to equal publicity by the union.* If your union officers put their pictures on the front page of the union newspaper just before the election, you have a right to "equal coverage." Your union dues paid for the publication just as theirs did. If their notices can be posted on the union bulletin boards in shops, so can yours.

● *You have a right to do mailings to the members.* You can prepare and mail it to the rank and file. You can be forced to pay a reasonable fee for having it mailed and addressed, and you must pay the postage. You have a right to use the same list as the incumbents use. In Detroit, the Labor Department has gone to court against Local 299 because (among other violations) they sent TDU literature to 15,000 members while they sent their own literature to 16,000.

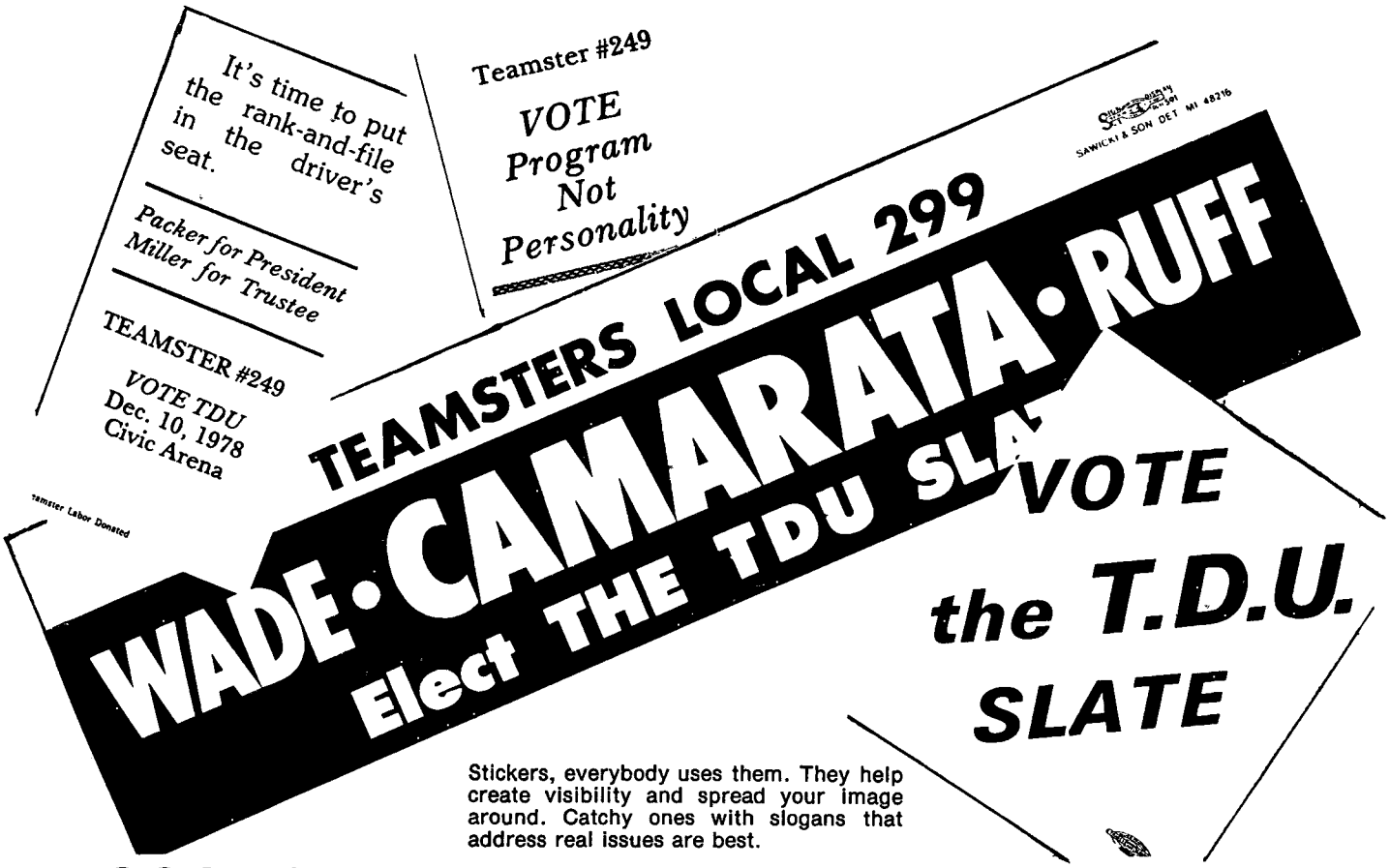
You can also use a non-profit permit to mail your literature at reduced rates. The TDU office can tell you how to obtain one.

● *You have a right to inspect the membership list.* This can be useful in checking it over, getting some idea of how many people work at various shops and jurisdictions, etc. You may be denied, however, the right to take or copy the list.

● *You have a right to free speech.* You can make any statements or charges you want against your opponents, and they can do the same against you. The only recourse is to sue for slander because they are forbidden from bringing charges against you in the union. You may have to be prepared for "smear sheets" (which may be anonymous or issued by the "US Labor Party") attacking you. Your response will be to stick to the issues, and respond by denouncing those who resort to such tactics.

● *You have a right to monitor every stage of the election.* At the printing of the ballots, mailings, polling, and counting.

● *You have a right to protest before the election.* All adverse rulings must be protested




Stickers, everybody uses them. They help create visibility and spread your image around. Catchy ones with slogans that address real issues are best.

## BUILDING TDU

Your election campaign, whether you win or lose the election, can help build TDU. As an election approaches, you have an extra reason and urgency to reach new people, and they have more reason to listen to you. Take advantage of it. Link building TDU to the campaign.

In Local 250, TDU members in one jurisdiction (soft drink bottlers) long before the election began to contact another jurisdiction (turnpike workers) to join TDU and to field a slate. New people were brought into TDU, a new newsletter was started among turnpike workers, and other jurisdictions were approached. During the campaign, TDU members were recruited and new support was built in the local. Even though the TDU slate lost (coming in second of three slates), the campaign helped TDU.

In many locals, TDU may be established among the trucking barns, warehouses, etc. yet unknown in the small shops or plants. The election is a good time to talk to and involve these hidden Teamsters. It is one time we all have a reason to be involved.

One specific way to remind people that your campaign is part of a rank and file movement is to use your TDU newsletter in your campaign. Your campaign literature can be a "special edition" of your regular newsletter.

If you carry out a campaign on the issues, if you can run a clean campaign and work hard, you will build respect and support for TDU. And if you organize well, you will bring new activists into TDU.

## FINANCING A CAMPAIGN

Any serious campaign needs *money*. Jack Vlahovic reported that in Local 213 they raised almost $20,000 for theirs. You probably won't need *that* much money, but you will need some bucks. This is especially true in a larger local where you have to reach more members, and where other candidates are spending a lot.

The Pittsburgh TDU in one campaign raised almost all their money from small donations from many members. They took barn collections, held raffles, etc. Again, you are raising money while at the same time you are *building a network of supporters*.

### Planning for Funds

You may kick off your fund raising with some donations from the candidates and close supporters, but you should be moving to get

**TDU**
Teamsters for a Democratic Union

SIGN IN SHEET

(PLEASE PRINT)

| NAME | ADDRESS | CITY | STATE | ZIP | Area Code | PHONE | COMPANY | LOCAL |
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# GETTING THE FLOOR FOR THE RANK AND FILE

Does your union leadership respond to the rank and file? Or do they ride roughshod over your efforts to get the real issues on the floor of meetings?

Too often, the rank and file union members who want to raise some important points for consideration go home frustrated and wondering if anything can be done to get their point of business placed before the membership. A decent-sized meeting can dwindle down to a handful of people and be adjourned before either **old business** or **new business** is reached on the Agenda. This is where a knowledge of Parliamentary Procedure is essential, especially to get past a union bureaucracy that doesn't want the rank and file to be heard.

At the opening of a union meeting, the Chairperson reads the proposed Agenda. The order in which the business of the meeting is conducted is known as **orders of the day** and is usually spelled out in the local union's by-laws. It probably runs like this, but check it out to be sure:

1. Reading of the Agenda
2. Roll call of officers
3. Minutes of the previous meeting
4. Letters and communications
5. Financial report
6. Officers' and committee reports
7. Old business
8. New business
9. Good and welfare

## SEND A LETTER

**Letters and communications** is generally well up on the Agenda, far ahead of Old Business and New Business. With that in mind, writing a letter to the Recording Secretary of the union should insure that your proposal will be considered early in the meeting.

A registered letter will guarantee that your communication was received by the union office. If it is not reported out, ask why, and read your own copy to the membership. If there are any Executive Board members who are sympathetic, a copy of your communication should be sent to them as well as to the Recording Secretary.

## CHANGING THE AGENDA

Another way to get urgent business covered early in the meeting is to ask for a change in the order of business and, depending on whether your point is Old Business or New Business, move to have your particular point moved ahead.

This must be done when the Agenda is proposed, and you must request at that time that point 7 or 8, for example, be substituted for point 5. The officers may resist any change in the Agenda, just to make sure the point of business you want to raise doesn't come up at all. However, if you've "Done your homework" in advance of the meeting, the change can be made.

You must make sure that the points you plan to raise are not trifling points, but points of substance that are important to the entire membership. **And it will take the support of other members at the meeting.** Several people must be prepared to speak in favor of changing the Agenda. If you are speaking on behalf of an organized caucus, you will get some action.

And if you have a caucus, you will have attendance at your union meetings, because the caucus members will be there to make sure the points they proposed will be brought before the union membership.

## OFFICERS'REPORTS

Rank and file union members should be alert during the Officers' Report. The Officers' Report is an accounting of how their elected officials have conducted union affairs since the last meeting.

Following the reading of the report, a motion must be offered from the floor to accept or reject the report. Sometimes an officer will try to cover up a sellout by including some good points with the bad. Before you vote, be sure there are no proposals for action that would be detrimental to the membership.

If you disagree with one or more points, you can make a motion to have each point considered seperately. This is known as considering the points **seriatum** (in series). If the membership adopts your motion, you will be able to argue for rejection of the points with which you disagree.

## MAKER OF THE MOTION

If you make a motion, you are entitled to have first crack to talk about it. But you may reserve your right and use it later, for example, to summarize. Sometimes, to prevent the leadership from "steamrolling" the meeting, it will be a good tactic to ask that the discussion be alternated between those "for" and those "opposed" to a motion. This will insure that the Chair doesn't recognize just "friends", thus giving the impression that the membership overwhelmingly supports a proposal that would hurt the union.

## ONLY IF

But knowing Robert's Rules of Order will help only if you have the rank and file behind you. There are no parliamentary tricks, no shortcuts that can do the job without the organized bothers and

sisters. If you don't have the votes for a motion of substance—a real important issue—you won't have the votes for a Procedural Motion to put the New Business up front on the Agenda.

Study the rules of Parliamentary Procedure. Iron out any differences among the members of your rank and file caucus. Then come up with a plan for action on the floor of your meeting.

# PARLIAMENTARY PROCEDURE

This is a brief outline of Parliamentary Procedure, which can be of help to TDU members in conducting chapter meetings and in participating more effectively in their local meetings. This section is taken, with a few modifications, from a piece published in **Labor Today**.

The object of **Parliamentary Procedure** is to get things done; to take things up one at a time and dispose of them in a democratic fashion. As Cesar Chavez explained to the United Farm Workers' founding convention, "When you're driving along a highway, there are rules you have to obey to avoid accidents". There are rules for everything, and by the same token there are rules for Parliamentary Procedure.

**• The Agenda**

After the meeting is called to order, the first thing to do is to adopt an **Agenda** or **Order of Business**. This limits the meeting to taking up the points on the **agenda**. "Beefs" are often taken up under **Good and Welfare**. If anything has slipped by, if you've forgotten anything, take it up there.

**• Motions**

A meeting takes care of business by **Motions**. That is how the majority gets the meeting to **do** things. A motion is made from the **floor**, seconded, and then debated.

In debating, or **Speaking on a Motion**, no member should be allowed to speak twice before everyone who wants to talk has spoken once. Speaking on a Motion is called **taking the floor.**

**• Recognition**

In order to make a motion, a member should rise, face the Chair, and signal or call for attention by saying, "Brother (or Sister) Chairperson."

When you make a motion, be very clear on what you are saying. If there is confusion, ask the Chairperson to help you straighten it out. That's part of his (or her) job.

**• Seconding**

Motions must be **seconded** before they can be acted on. Once a motion has been made and seconded, it must be **disposed of**, either by being **defeated, passed, tabled,** or **placed in committee.**

**• Amendments**

After a motion has been made and seconded, it is on the **floor**. Then you can amend it. The object of an **amendment** is to change the original motion without destroying the sense of it.

For instance, if there was a motion on the floor to hold a picnic, it could be amended to add a date or a place, but it could not be amended to change the affair from a picnic to a bowling match.

Amendments usually take the form of: inserting or adding words to the motion; striking out words; or substituting words or sentences.

The Chair is obliged to rule Out of Order any proposed amendment which would do more than the above, and change the sense of the motion entirely.

Amendments to motions can be debated. After debate, the amendment is first voted upon, and then the motion itself is voted upon.

**• Renew a motion**

A rejected motion cannot be renewed at the same session. It can be renewed by the same maker at a future session.

**• Voting**

The Chairperson cannot vote except to break a tie vote.

Voting is normally by voice. If the result is not clear, the Chair should ask for a standing vote, called a **division of the house**. If he doesn't, you have the right to demand it.

**• Deferring action**

Sometimes it is best to wait until another meeting to act on a motion. There are several ways to do this, but the easiest way is to Lay it on the Table. To do this, make a motion to **table the question**. After someone seconds the motion, a vote is taken. There is no debate on the motion to table. A simple majority carries it.

Motions that have been laid on the table are taken up by a motion to **remove from the table. A** second is required, no debate permitted, and a simple majority carries the motion.

**• Place in committee**

If you want to let a few members handle a certain matter instead of tying up the whole meeting, then this is done by placing the question in committee by a motion to **refer to committee**. If there is no committee, then set one up—after the motion to refer is passed.

**• Appeals to overrule the Chair**

The Chairperson of the meeting, or the **Chair**, has certain rights. They do not include "railroading" things through. A decision of the Chair can always be changed by **appealing the decision of the Chair.**

When a member rises to appeal a decision of the Chair, he says, **"I appeal the decision of the chair".** After the appeal is seconded, the Chairperson steps down. Without further debate, the Acting Chairperson puts the issue up for a vote with the following words:**"Shall the Chair be sustained?"**

The Chair is supposed to be the "servant of the assembly" and his job is to help get the work done. He ( or she) should not dominate the meeting by doing all the talking.

The Chair cannot authorize anyone to act in his (or her) place if he is absent from the meeting. That's up to the Constitution or else the members present elect a Chairperson for that meeting.

**• The question of privilege**

In **questions of privilege**, the only privilege involved is that of getting the attention of the Chair at once on a **Point of Inquiry, Point of Procedure, Point of Order,** or **Point of Personal Privilege.**

When rising on a Question of Privilege, you do not wait for recognition from the Chair; you **interrupt** by stating, "I rise to a Point of Inquiry (or Order, Procedure, or Personal Privilege)."

You rise to a point of **inquiry** to ask a question vital to understanding the question being discussed.

You rise to a point of **procedure** if you feel the Chair is acting contrary to regular procedure (Robert's Rules).

You rise to a point of **order** if you feel some member is acting contrary to Robert's Rules; you ask the Chair to take action.

You rise to a point of **personal privilege** if a member impugns your intelligence or character, or makes an untrue or unfair remark about you.

The Chair states, "The point is well taken," and follows it, if he agrees with your point. But if he disagrees, he gives his reason, and you must then appeal, if necessary. However, the Assembly. unlike the Chair, is not obliged to recognize an Appeal on a Question of Privilege. Thus a chronic interrupter, abusing the Privilege, can be silenced.

**Committe of the Whole**

In extreme cases, when the Chair is ruling with an iron hand, and has effectively straitjacketed the members, despite all the other remedies available through the use of Robert's Rules, it is possible for ⅔ of the members to call a **Committee of the Whole.**

When you call for a Committee of the Whole, the union meeting is interrupted, and all members present become members of a committee. As such, they must elect a new chairperson, as the regular chairperson is obliged to step down. They are then free to discuss as you would at a dinner table, without Robert's Rules of Order. This may allow the members to get things back on the track. Motions may be made and passed, but finally a motion must be passed to reconvene the union meeting, and the regular chairperson resumes his (or her) post. All motions passed in Committee of the Whole must at this point be voted on again by the members now assembled again as the union meeting.

**• The Minutes**

The **Minutes** of a meeting are the record of what happened at the meeting. Minutes are approved at the next meeting. This way, if there are mistakes, they can be corrected. That's how the rank and file keep the record straight. Minutes must record all motions.

When the Minutes of an Executive Board meeting are read at a Membership Meeting, it is only for general information. However, the membership has the right to take action to censure or approve their Board. This is the way to keep the guys on top on their toes. Good officers expect the rank and file to help them run a fair, democratic meeting.

# GETTING INFO ON THE COMPANY AND THE UNION

One of the most important elements in a successful rank and file movement is **information:** information about your union, your officers, your company, and your industry. Some union officials feel that the less information the rank and file has available to it the better. This monopoly of information makes them seem indispensable.

One of our major problems is the feeling among the rank and file members is that they just don't have the know-how to run the Union. Your job as a rank and file reformer is to convince them otherwise, to convince them that they are capable of running their union a hundred times better than most of their present union officials. To convince them, you have to show them you know what is going on, and to do this you have to know where to look and where to have them look for information and facts. Once they have this information they will be able to understand what is behind the sweetheart deals and the worsening conditions, and what the role of the Union and the companies is in all this.

This section is designed to give you some pointers on where to find the information you need.

## INFORMATION ON YOUR UNION

In 1959, Congress passed the Labor Management Reporting and Disclosure Act (LMRDA), also known as the Landrum-Griffin Act. The Act requires all unions to make public their finances and financial transactions. These reports can be an useful source of information for rank and file reformers.

Under the LMRDA, there are several reports which provide information on the Union and its officers.

1. **LM-2 Reports**—Under the LMRDA, each union must file an annual report on its finances, reporting its income and expenses, including the salaries, allowances, and expenses of its officers. There are LM-2 Reports for the International, the various Conferences, Joint Councils, and for every IBT local in the United States.
2. **LM-15 and LM-1A Reports**—A union must file a LM-15 Report within 30 days of establishing a **trusteeship** over an affiliate, explaining the reasons for such trusteeship. This report must be filed every 6 months during the period of trusteeship. The parent organization must also file an annual financial report (LM-2) for the trusteed local as well as an LM-1A Report if there has been any change in the constitution or bylaws or in practices and procedures of the trusteed local.
3. **LM-30 Reports**—Every union officer or employee, other than clerical, must also file a financial report (LM-30) if s/he or any immediate member of his/her family have any financial interests or dealings—such as loans, business transactions, payments to or from—with employers who employees are represented by such union officer. (**Note:** International Vice President Jackie Presser has had to file so many of these his accountant sent a letter to the Labor Department complaining that it was too confusing!)

## INFORMATION ON YOUR COMPANY

Such information is harder to obtain, as there is no law requiring companies to disclose their finances. Under the LMRDA, however, employers are required to report any financial arrangements with any union, its officers, or employees (LM-10). They are also required to report payments to employees for the purpose of obtaining information on or influencing union activities.

**All LM Reports can be obtained by writing to**

**U.S. Department of Labor**
**Section of Disclosure**
**Washington, D.C. 20216**

Be sure to specify what report you want. There is a service fee of 10 cents per page, but most LM Reports are short.

You can also get information about major carriers by writing to the TDU office. If you want to keep up with what is going on in the industry, there are several useful industry magazines such as **Transport Topics** (1616 P Street, Wahsington, D.C. 20036, $25/yr) and **Commercial Car Journal** (Chilton Way, Radnor, Pa. 19089, $20/yr). Of course, there is much useful information to be found in **CONVOY** and the various TDU chapter papers as well as the PROD **Dispatch**.

## ADDITIONAL SOURCES

1. **Contracts**—It occasionally happens that your local forgets to give you a copy of your contract. Under the LMRDA, you are entitled to a copy of your local contract upon request to your local. If you are covered by a contract other than a local contract, you are entitled to inspect a copy **at your local union office**.

If you are having trouble getting a copy or inspecting a copy of your contract, you should send a registered letter to the Secretary-Treasurer of your local requesting a copy of your contract (or the right to inspect a copy, as the case may be) as provided for under Section 104 of Title 1 of the LMRDA.(Be sure to keep a copy of your letter and request a return receipt when sending it by certified mail). If you have not received a satisfactory response within 30 days, contact the nearest office of the Labor-Management Service Administration (LMSA). Contact the TDU National Office if you need any help.

Some, although not all, contracts are also available by writing to

**Agreement Section**
**U.S. Department of Labor**
**Washington, D.C. 20216**

You are allowed 200 photocopied pages free (about 2 contracts). If you go over the 200 pages, however, you are charged for **all** the pages copied.

2. **Union Elections and Rank and File Rights**—Information on your rights in union elections and your rights as a dissident in your union, generally, can be obtained from

**U.S. Labor Department**
**Labor-Management Service Administration**
**Washington, D.C. 20210**

[**Note:** There are offices of the Labor-Management Service Administration in 24 major cities across the country. Check at the Federal building in the largest city near you).

The Association for Union Democracy has been preparing a handbook on your rights under the LMRDA, **Democratic Rights for Union Members**, which is to appear in book form, but which can now be found in Nos 8 through 14 of the Association's publication, **Union Democracy Review** (215 Park Avenue South, New YOrk, NY 10003, $5/yr). These issues discuss the various provisions of the LMRDA and how they have been applied by the Department of Labor and the courts, as well as how the rank and filer can use the law.

Another convenient resource is **Labor Law for the Rank and Filer** by Staughton Lynd, which is available through the TDU office for $1.50.

3. **Worker-Employer Relations**—The TDU Office has prepared the **Teamster Legal Rights Handbook** that addresses the types of problems Teamsters are faced with and need answers for. Order the handbook from the TDU Office.

Other information can be found in **A Guide to Basic Law and Procedures under the National Labor Relations Act,** prepared by the NLRB. It can be obtained from the NLRB Regional Office nearest you or by writing to

**U.S. Government Printing Office**
**Washington, D.C. 20402**

The cost is $1.30. The stock number is 031-000-00166-8.

# SPYING ON YOUR EMPLOYER

## A Guide to Researching Your Employer In Your Local Public Library

## (Trucking Companies)

Prepared for
Teamsters for a Democratic Union
1979 Rank and File Convention

Labor Education & Research Project
P.O. Box 20001
Detroit, Michigan 48220

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A couple of hours at the main branch of your local public library can yield some useful and sometimes startling information about your employer. Using readily available sources at the Detroit Public Library, for example, we learned the following things about Roadway Express:

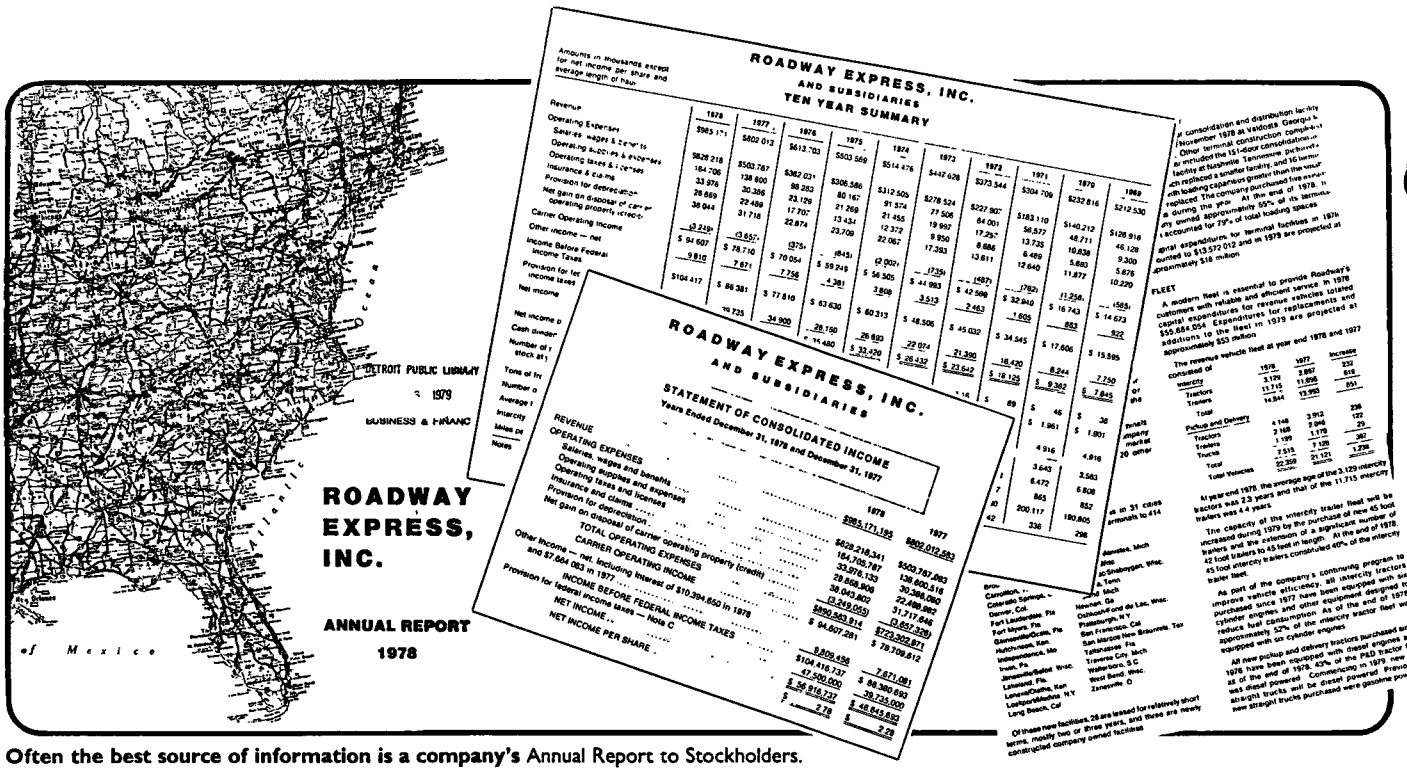
- Roadway founder Galen Roush was worth $350 million when he retired.
- Previous Board Chairman John Tormey also retired a multimillionaire.
- Under Roadway's terminal manager incentive program, terminal managers are now retiring as millionaires.
- Roadway gobbled up no less than 22 firms or their operating rights since 1974.
- It has grown from 300 terminals in 1975 to 414 in 1978.
- As a reward for such growth, Roadway received a $2.4 million tax break in 1978, with future tax breaks worth over $11 million in 1978—a figure which grows as Roadway grows, due to the federal investment tax incentive for big business.
- The length of road hauls grew, on the average, by over 100 miles from 1976 to 1978.
- Each Roadway employee was responsible for 285,000 tons of freight in 1976, but 304,000 tons in 1978, nearly 20,000 more tons per worker.
- In 1978 each Roadway employee earned the company $4,111 in profits and created $42,833 in revenue. In 1976, the same figures were $3,687 in profits per worker and $32,300 in revenue.
- Roadway paid out $11.7 million in dividends in 1978, up from $8.4 million in 1976.

These few facts show, in numbers, what Roadway workers already knew in sweat—Roadway's tough productivity program is paying off for management. It also shows that they use the greater revenue and profits they squeeze out of Roadway workers to: buy up more and more companies, open new terminals (sometimes, as this research showed too, in order to close down an "unruly" terminal), and get ever greater tax breaks from Uncle Sam.

Looking at it another way, these and other figures you can find in the same sources show that Roadway can well afford to treat its workers like human beings, if it were not so greedy.

### HOW TO FIND THESE FACTS

All of this information was gotten from sources available in the public libraries (main branch) of most large or middle-sized cities, or in the library of a nearby college. (Don't be shy; just walk in like you belonged—most college libraries are open to the public.) Look first in the Reference Room or, if




**Often the best source of information is a company's** Annual Report to Stockholders.

employer would prefer you didn't know. Examples of some business periodicals likely to carry articles on trucking that you will find in the *Business Periodicals Index* are: *Commercial Car Journal; Business Week; Forbes; Dun's;* and the *Wall Street Journal.* In big libraries, these publications are bound by years and kept on open shelves in the business or periodicals room.

Here's how to use the Index. Start with the most recent volume and work your way back through a couple of years' worth. The *Business Periodicals Index* lists articles by topic (such as "freight and freight hauling," "transportation," "mergers and acquisitions," etc.), and by the name of the company or the name of a top company officer if it is about him. You want to check out possible articles by coming at it from as many angles as possible.

In the case of Roadway, we checked the last three years, looking in each volume of the Index under "freight," Roadway, Roush, and Spitznagel (the current President and Chairman). We found two articles under Roadway in two different years. It was from these two articles, appearing in *Dun's* and in *Forbes,* that we learned about the incomes of Roush and Tormey, about the company's productivity plan, about how terminal managers are retiring as millionaires under the incentive plan, and about how Roadway shuts down terminals to discipline militants.

As you run across articles in the *Business Periodicals Index,* jot them down. The articles appear under the topic or name (say Roadway) with the title, the name of the magazine or newspaper, the page numbers, and finally the date—in which the month is usually just a letter (S = September, D = December, etc.).

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Additional sources:

- Standard & Poor's **Industry Surveys.** For general information on the state of the trucking industry. Look under "transportation" section, "trucking" article. There are volumes by year and a current loose leaf binder with more up-to-date news.
- **Financial Analysis of the Motor Carrier Industry.** Published annually by the American Trucking Associations.
- **Trinc's.** This is the most specialized reporting service on the trucking industry, but it is not always available in regular public libraries.

4. **Pensions**—Under the Employee Retirement Income Security Act of 1974 (ERISA), all pension benefit plans with 100 or more participants must file an Annual Return/Report of Employee Benefit Plan report with the Department of Labor and the IRS. This report includes the plan's assets and liabilities and information on all its investments. Copies of these reports (Form 5500) can be obtained from the administrative offices of your pension plan upon written request. (When dealing with the Union or the government, always keep copies of all correspondences, and for important communications use certified letters.) If you have any trouble in obtaining a copy of the report or want some other pension information, you can write to the

**U.S. Department of Labor**
**Labor-Management Service Administration**
**Office of Employee Benefits Security**
**Washington, D.C. 20216**

More pension information can be obtained from the Pension Rights Center (1346 Connecticut Ave., N.W., Room 1019, Washington, D.C. 20036) which has various fact sheets on how to read your pension plan and on ERISA. When ordering the fact sheets enclose $1 and a self-addressed legal size envelope. The Center does not have the manpower at this time to answer specific inquiries, although it hopes to be able to in the future.

5. **Safety and Truck Regulations**—For truckers, questions on safety should be addressed to

**Hon. Brock Adams**
**Secretary of Transportation**
**Department of Transportation**
**Washington, D.C. 20590**

**Dr. Robert Kaye, Director**
**Bureau of Motor Carrier Safety**
**Federal Highway Administration**
**Department of Transportation**
**Washington, D.C. 20290**

Non-truckers should address safety questions to the

**Occupational Safety and Health Administration [OSHA]**
**Department of Labor**
**Washington, D.C. 20210**

# STRUCTURE OF THE IBT

Most Teamsters are familiar with their own local. But many are not aware of the overall structure of the IBT. Terms like "Joint Council Executive Board", "Warehouse Division", or "International Representative" are unknown or confusing.

Yet it is important that we understand our Union, its structure, and what needs to be changed. This report is a basic run-down on the nuts and bolts of the IBT.

## The Local

The 2 million IBT members are organized into some 740 local unions scattered throughout the United States and Canada and Puerto Rico. A local is run by a seven-person executive board elected every three years. Stewards and business agents may be elected or appointed, as the local by-laws permit.

The by-laws themselves are rules under which the local is run. Section 25 of the Model Local By-laws provides that the constitution and all amendments are adopted by reference into the bylaws, and any inconsistency between them is resolved in favor of the constitution. The IBT General President or the General Executive Board has the authority to decide if by-laws are valid before they are implemented. By-law amendments may not decrease the powers of any elected body or official during the term of office.

Unlike the rules of some other unions, the IBT Model Local By-laws do not designate the membership as the supreme governing authority of the local. This power is vested with the principal executive officer together with the executive board of the local.

## The Joint Council

Above the locals are the joint councils, of which there are about 50. They are established under Article 15 of the constitution. They must have by-laws, and their members are local executive board members. They are headed by executive boards elected by their members. The joint councils decide election disputes, disciplinary proceedings against members and local officials, and jurisdictional disputes involving locals within their jurisdiction. Further, the joint council must be consulted by the local on any contract, strike, suit, or "serious difficulty" in which it is involved. The joint council then submits its recommendation to the General President for final disposition.

## The Conference

The next level above the joint councils are the conferences. Unlike the joint councils, which in theory get authority from the locals, the conferences are "subject to the unqualified supervision, direction and control of the General President." The constitution does not spell out their functions. There are five area conferences, which collectively cover every state and province in the United States and Canada. Several states also have their own conferences included within the area conferences. Finally, there are approximately 10 trade conferences (also known as "trade divisions") which cover specified trades or industries. The constitution does not spell out functions for any of the conferences.

The constitution also does not specify who makes up the membership of the conferences, except to say that all locals and joint councils must participate in the conferences that have jurisdiction over them. Each conference is headed by a policy committee. They must adopt by-laws. The General President appoints salaried conference Directors.

## The General Executive Board

At the top of the Union is the General Executive Board—composed of the General President, General Secretary-Treasurer, and the 16 Vice-Presidents—and three trustees. They are chosen at the IBT Convention every five years. The General President can appoint people to fill vacancies in the General Executive

Board, subject to approval of a majority of the General Executive Board.

The General President has inordinate powers too numerous to even list. Multiple salaries and "jobs" like International Representative, which has no responsibilities other than cashing an extra paycheck, have spread like a cancer. This unbridled power and its abuse have contributed to a corruption of values of our Union. The original purpose of our Union is sometimes forgotten by those who replace that purpose with personal ambition.

### The Convention

The IBT is governed by its constitution.The constitution designates the convention as the supreme governing authority of the Union. Convention delegates are sent by the locals, joint councils, and conferences. Additionally, all international officers, representatives, organizers, and auditors who have worked continuously for a year are delegates. Non-elected delegates cannot vote for officers, but may vote on every other matter before the convention. The locals, joint councils, and conferences usually appoint their delegates from among their elected officials. In some large locals there are special elections for some delegates.

### TDU's Goal

What we in TDU want to do is to transform the IBT into a rank and file union. This does not mean we want to weaken the International. We recognize that it is necessary to have a disciplined union, but we want the International to be the executor of the decisions of the rank and file. We want the rank and file involved in every aspect of the Union. For instance, we want rank and file negotiating committees, rank and file safety committees, rank and file elected convention delegates, and rank and file elected representatives to the joint councils and conferences, as well as rank and file elected international officers, business agents, shop stewards committees, etc.

We want IBT members to initiate and take responsibility for union policies. For too long, too many of us have sat back and let others make decisions for us. We've grumbled that things haven't been done right, but we threw up our hands and said things couldn't be changed. That's not true anymore. Through TDU, many Teamsters have begun to see that they **can** change things, that they **can** make our Union work for us. But before this can happen, we must begin to be willing to take responsibility for the Union and play an active role in transforming it.

**We in TDU want to turn the International Brotherhood of Teamsters into a model of democracy, militancy, and union spirit for the rest of the labor movement.**

From "What is the Teamster Union", IBT, 1978

**INTERNATIONAL CONVENTION**
(Every 5 years)

**GENERAL EXECUTIVE BOARD**
General President
FRANK E. FITZSIMMONS
General Secretary-Treasurer
RAY SCHOESSLING
16 Vice Presidents 3 International Trustees

**5 AREA CONFERENCES**

EASTERN CONFERENCE
Vice President,
Area Director
JOSEPH TREROTOLA

CENTRAL CONFERENCE
Vice President,
Area Director
ROY L. WILLIAMS

SOUTHERN CONFERENCE
Vice President,
Area Director
JOSEPH W. MORGAN

WESTERN CONFERENCE
Vice President,
Area Director
M. E. ANDERSON

CANADIAN CONFERENCE
Vice President, Area Director
EDWARD LAWSON

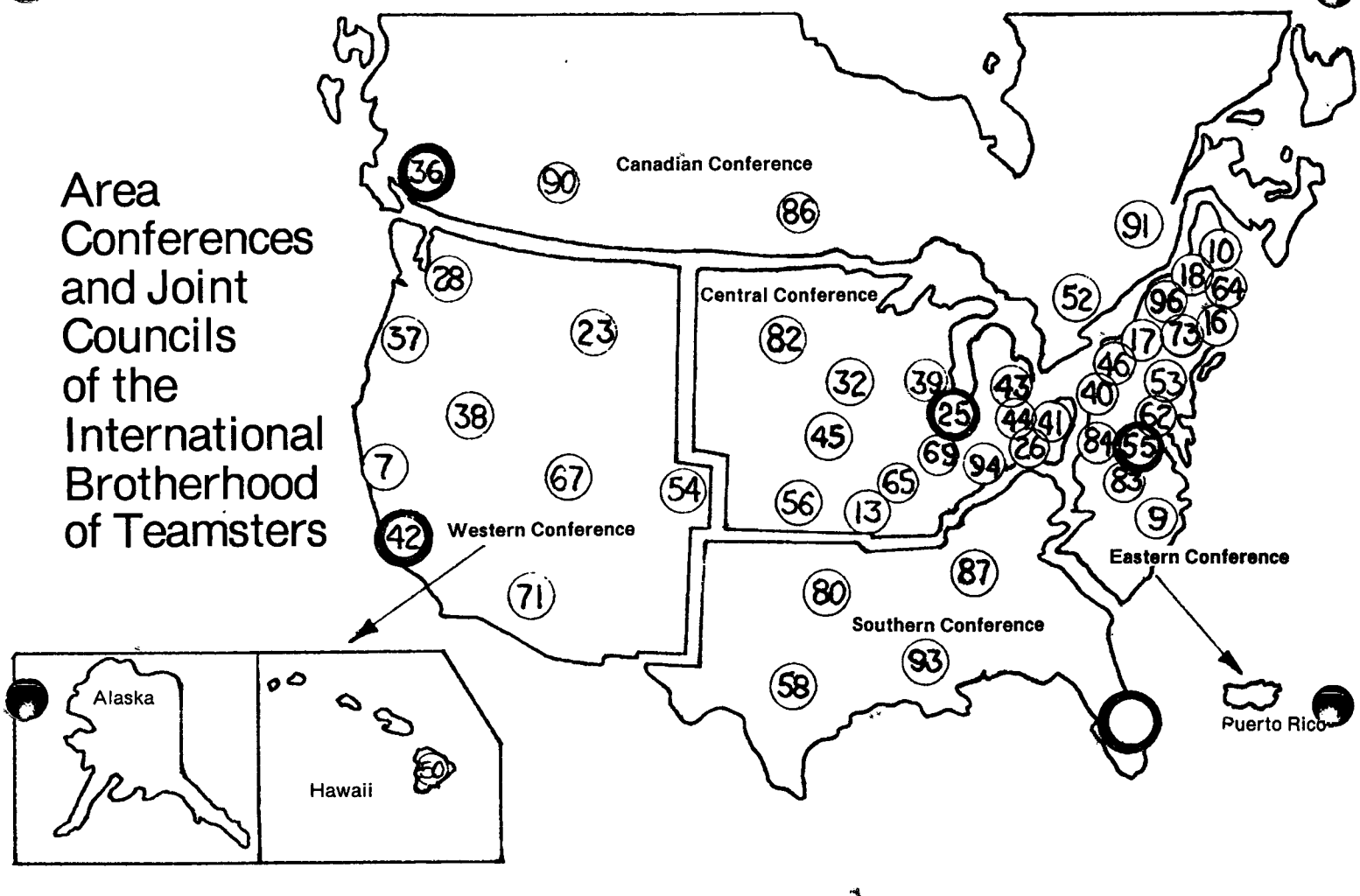
**9 STATE CONFERENCES**

**48 JOINT COUNCILS**
( 3 or more Local Unions)

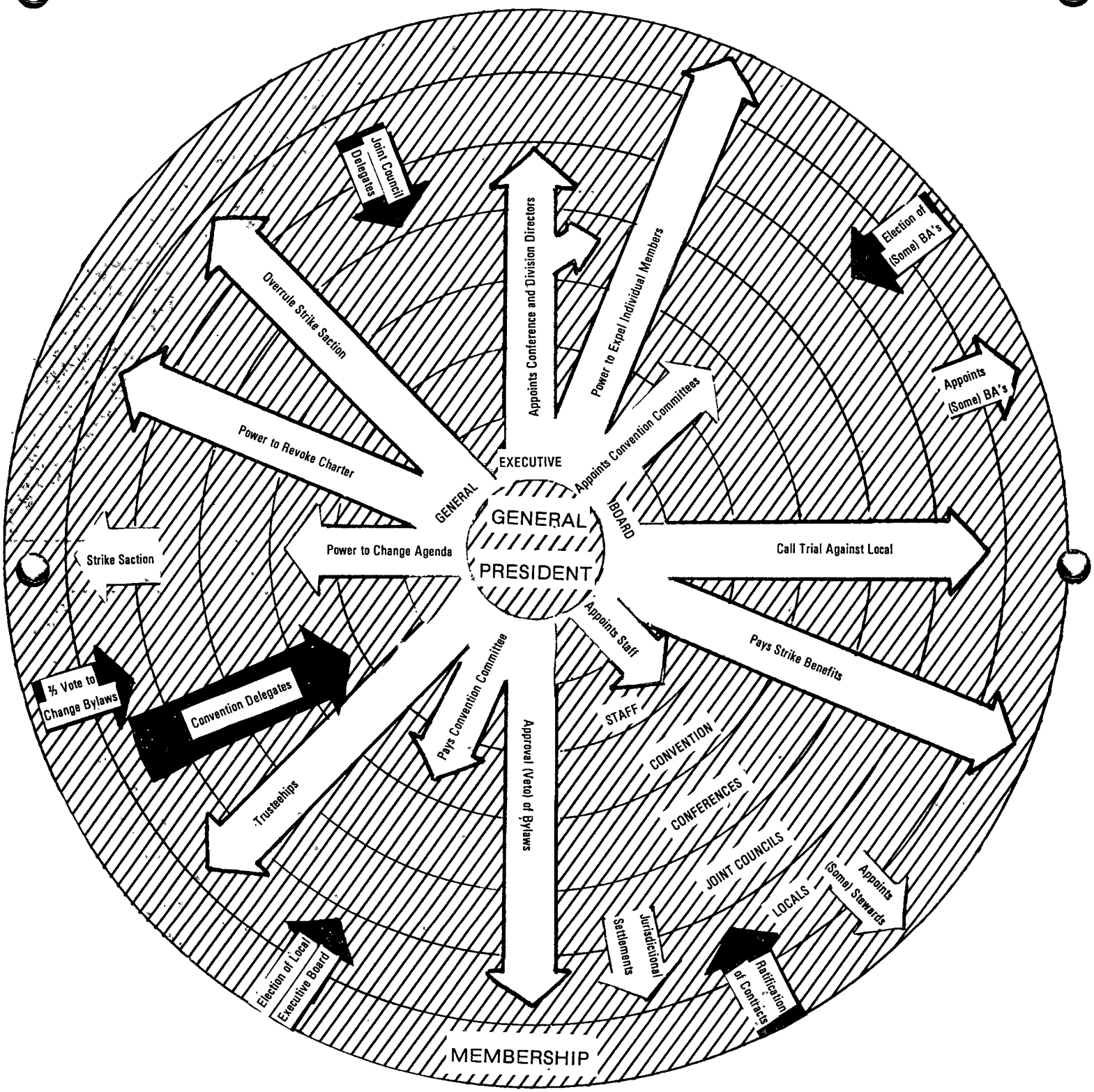
**740 LOCAL UNIONS**

**2,300,000 MEMBERS**

# Area Conferences and Joint Councils of the International Brotherhood of Teamsters



# "THE VICIOUS CIRCLE"




# OR, WHO HAS THE POWER IN THE IBT.

presented is a key drawing card. Aimed at the rank and file Teamster looking for something better the steering committee invites support in its activities. Vocal demonstration is a tool that works not only at the union hall, but also with the media and with fellow Teamsters, on the job or at chapter meetings.

**VIABLE:** In order to have rank and file support behind the chapter it is necessary to provide the Teamster with something s/he can relate to. That is, a solution to the problems s/he sees in the union or at least another way to do what the union is doing poorly or not at all. But, solutions are often a dime a dozen. What separates them and makes some more successful is their viability, their practicality for the working Teamster. The steering committee has to decided what issues are important in their particular area for the Teamsters they represent. It might be elected business representatives. But where elected B.A.'s is too difficult an issue it might be democratizing union meetings. For some chapters in might be bylaw changes while for others in might mean legal battles in the union or in the courts. The entire focus of being viable is to propose solutions to current problems that will muster support for the rank and file and help accomplish the proposed ends.

The 3V's are an attitude to be held by the steering committee. But more than that, the 3V's are a plan of action. They are a plan of action that will build support, provide leadership and educate. If there is a leadership that can accomplish those ends, then it is a successful leadership and a leadership that can count on growth. The 3V's is also a long term formula. It is not an instant formula that can be concocted overnight and supply results the next day. It is a developmental process that can be adopted and fitted into the plans of any steering committee at any stage of growth. The differences in adoption of the 3V's will depend on the progress of the chapter. A beginning chapter will modify the 3V's to a realistic goal which will differ for a chapter that has been in existance for a longer time and is more experienced.

Now that we have set out the goals and aspiration of the chapter and the steering committee lets take a close look at the day to day situations that arise and how they can best be handled.

## EVERYDAY SITUATIONS

It is the everyday situations that often cause the greatest stress to a chapter. If you can handle the demands that these situations present then success is on its way. It is in these routine demands that personality clashes, back stabbing and ego bruising take place. This is a reality that cannot be ignored, but it is a reality that can be handled with proper organizing on the part of the steering committee.

Basically the steering committee is comprised of those persons who want to serve on it. As such each interested person will have an area of specialty ar an area of concern that they would like or handle. This is an easy way to gauge the size of your committee and the distribtion of responsibility. A chapter with a large number of enthusiastic members may be better off with a large steering comitttee while a chapter with fewer enthusiastic members will have to settle for a small steering committee. Some persons will want to organize the work and others will want to do the work. There will be some division by natural talents and personal desires. All these characteristics can be made to work for the good of the chapter.

The steering committee is a team, and as such it should work and act like a team. A team works best when each of its participants has a responsibility that is best suited to that individual. In order to help channel all the personal resources of a chapter in the most beneficial direction, certain steering committee position should be standard. Other positions can be created as the need arises.

## BASIC POSITIONS

The following is an outline of the basic positions of a steering committee: Convenor or co-convenor; Treasurer; Newspaper editor; Newspaper distribution co-ordinator; Literature co-ordinator; etc.

**CONVENOR [CHAIRPERSON, CO-ORDINATOR, ETC.]:** S/he is responsible for calling the meeting, informing the other members of the committee and key members, booking meeting site and possibly even chairing the meeting. Should anyone want to have a meeting called they would first get in touch with the Convenor, who would then be responsible for the date, time, place, agenda and any special requirements for the meeting.

**SECRETARY:** This individual is responsible for writing and answering correspondence. Letters that are written on behalf of the chapter are signed by the secretary. This adds legitimacy and accountability to the chapter. The secretary may also be responsible for keeping the minutes of the steering committee meetings and the minutes of the chapter membership meetings. Minutes become the history of the chapter and play an important role in keeping track of what has been proposed and accomplished. They could also keep account of membership records.

**TREASURER:** This position carries with it the responsibility of finances, the keeping of records and receipts and the distribution and collection of money. The treasurer will have a journal of money taken in and given out. S/he will be responsible for a checking account in a bank if the chapter feels it should have one. This person will also be one of the two co-signors to the checking account if one is kept.It is also a way of showing financial responsibility as well as the poverty most chapters suffer through to stay alive. Accurate records can prevent misunderstandings and accusations about mismanagement of money, a problem to avoid.

**NEWSPAPER EDITOR:** This person is a valuable asset on the steering committee. As editor s/he is aware of all the activities taking place within the boundaries of the chapter and therefore becomes an important resource person at meetings. The editor would be responsible for the newspaper as a whole and probably have a number of assistants who help write and coordinate the paper before it goes to press. The relationship of the editor and the steering committe is important since the newspaper likely takes up a large part of the budget and is responsible for the continued spreading of as much information throughout the chapter as can be managed. The steering committee should constantly monitor the success of the paper and offer their advice to the editor.

**DISTRIBUTION CO-ORDINATOR:** This co-ordinator is responsible for the overall distribution network for the chapter paper, as well the **CONVOY**. S/he will work with other distributors who will have specific areas of distibution. On the steering committee this person is able to report the success or failure of the paper in certain areas or shortcomings of the network in other areas. The committee is thus able to gauge their success in producing and distributing the paper.

**SUPPLIES AND LITERATURE:** The amount of literature and other paraphenalia that is available to the chapter is growing constantly. To handle ordering, storing and distributing is quite a responsibility. This person would have complete charge of the supplies and work with the committee in deciding what to order, as well as, with the treasurer in the exchange of monies.

These positions have been listed as basic to the steering committee. In some cases, there may not be enough members ready to take on some of the afore mentioned responsibilities. Some positions might have to be consolidated for some time until more members become involved. This leads to an important part of the steering committee that has not

yet been discussed. This part of the committee is members.

## OTHER MEMBER AND RESPONSIBILITIES

After all is said and done and the responsibilies have been taken up, the steering committee should still include a number of members. These individuals want to be part of the decision making body but are not yet ready or prepared to handle responsibilities as outlined. They might not mind being a part of the newspaper distribution network or writing articles for the paper but they do not want to do anything more than that. That is a legitimate position and should be respected. As such there shouldbe, on the steering committee, a few persons who sit as members. Eventually they may take on more responsibility, but for the present they are satified to attend meetings and voice an opinion.

If a chapter covers more than one local then the steering committee should reflect that and the members on the committee from the individual locals should be in charge of reporting the activites in their particular local. In such a way the steering committee remains diverse and fluid and brings together Teamsters in a meaningful way.

Once the basic requirements of a steering committee have been fulfilled and the chapter is fortunate enough to still have more eager members desiring to take part, there is a list of optional responsibilities that can be a part of the steering committee.

Some of these options are:

Mailing Co-ordinator: This person is responsible for mailing the chapter newspaper to a mailing list provided by the office in Detroit as well as to other interested parties from a list prepared by the steering committee.

Chairperson: A chairperson can be responsible for chairing the chapter meeting after they are called by the convenor.

Fundraiser: Some people are very adept at money making ideas and organization of money makers.

The list of optional positions can be as diverse as the jobs that are being done by the steering committee at present. There are a number of optional positions available when putting out the paper. The editor is only one. Fund raising can be very complex and often takes a number of organizers to be successful. These are areas where a little initiative and imagination can help involve more Teamsters and spouses in a drive toward a successful organization.

The steering committee is an important part of the chapter but it is not more important than the chapter. It works best when it works together with the chapter and performs the necessary functions to keep the union officials on their toes. The steering committee is not a group of elites and should never become a clique above and beyond the membership it is there to serve. The more often the steering committee can relate to the rank and file and bring more members into activity, the more successful it will be in promoting the idea of a union for the rank and file.

# STAGING A RALLY

**The following is a simple "how-to" regarding the staging of a successful rally, informational picket line, demonstration, etc. Let's presume that you have already made the decision about why, how, where, and you have a decent number of people who are committed to not only showing up, but bringing others with them.**

## WHEN TO HAVE A RALLY

First, the choice of time and day of week is important. Any rally, while it is staged primarily to demonstrate solidarity in the face of mangement attacks, is also an attempt to grab some media attention to tell other Teamsters and the public what your problems are. Similarly, a rally at your union hall against poor or non-representation can, with media coverage, reach many thousands of Teamsters you otherwise would never see.

In cities where there are such devices as mobile TV camera crews with the ability to transmit "live" news, it is often best to rally around the same time as the evening news. If you are looking for newspaper coverage in the afternoon paper, you often have to rally before 10 a.m. in order to make that day's edition. So you have to make choices on the timing based on which will give you the most help. Smaller cities generally tape all the news items on video-tape, and therefore you can stage a rally anytime and still get TV coverage.

The day of the week can also be important, as it is **much** harder to get any news people out on weekends. But obviously the final choice must depend on the hours that people work. There is no sense in scheduling a rally for 10 a.m. Monday morning if most of your supporters are on an 8-5 Mon.-Fri. shift.

## CHOOSING THE SITE

Make sure that the site you select does not require any sort of permit. (If a permit is required, say for a park, just make sure you get it before you announce the rally). Any sidewalk, or similarly public place, usually does not require a permit as long as normal pedestrain or vehicle traffic is not blocked. Your union hall wouldn't require any permit because its your hall, right? But you do have to be careful with company property. Always make sure that any informational picket line at a company site is kept off company property.

## GETTING A LEAFLET OUT

Once you have selected a time, date, site, etc. you should get a leaflet out inviting other Teamsters to attend. TDU members in different companies should be encouraged to try and turn out as many friends as possible, whether they are TDU members or not.

Include complete and accurate directions about the location of the rally. If the place is not commonly known, include a map on your flyer.

Make sure you also encourage the involvement of spouses and kids as well. The union and our problems are a family matter and often the addition of family members can add some new energy and life to the picket line.

## MAKING SIGNS AND BANNERS

A couple of people should be given the responsibility for making sure signs and banners get made. Make letters on signs large and bold as they will show up best in pictures that way.

For rallies and all functions, buy some bright cloth about 8 ft. long and paint TEAMSTERS FOR A DEMOCRATIC UNION and your chapter affiliation on it. Always make sure you cut some flaps or holes in it for the wind to pass through or it will be ripped off your poles.

A bunch of people just walking around in a circle is pretty dreary unless they have large, colorful signs that say in a few words what you are protesting. And of course make sure that the letters TDU are prominently displayed on most signs.

Further, it is the responsibility of the rally organizers to make sure that **no signs** carried at such a rally mention anything about a strike, slow-down, etc. It is a good idea even to make sure that there are a couple of signs that say, "Informational Picketline, this is not a strike".

## HOW TO GET MEDIA COVERAGE

Once you've got that all starting to roll, you need to think about media. About a week or 5 days before your rally, try mailing out TDU press releases to all your papers, radio, TV, etc. This press release should be short and to the point. State the name of the group holding the rally (TDU), give the time, date, and place. Then give a couple of sentences explaining what the rally is about, what you're protesting, etc. Close the release with a sentence explaining that you will be happy to answer any questions they might have and give a phone number or two where they can reach a spokesperson during the day. Include a copy of your leaflet advertising the rally.

On the day before the rally, call each paper or radio and TV station. Try to talk to the person who is responsible for handing out assignments, and ask them if they are coming. If they seem hesitant, explain the importance of what you are doing and how newsworthy you think it will be. **DO NOT** grossly exaggerate the number of participants in advance. Be truthful, and you will get to be known as a credible news source for the future. Be friendly with them at all times so that you can begin to establish ongoing relations with them. They are important to you!

## SOUND EQUIPMENT

One final thing before the big day. Try to rent or borrow some sort of voice amplifying device. Most rental companies rent these battery-powered bullhorns that work quite well for up to 100-150 people. TEST IT BEFORE YOU LEAVE THE SHOP!

Make up some chants (in advance) related to the issues in protest. Use carbon paper to make multiple copies to have available at the rally.

## ON THE DAY OF THE EVENT

On the big day, get there a little early. Have extra cardboard and markers with you in case the sign brigade lets you down. Assign two or three members as marshalls who will make certain there is no trouble if any drunks or hecklers show up.

If there are not a few leaders to get people moving, there will be a tendency to just stand around in small groups. Stake out an area, send one person to each end as "poles"(stationary people for the picket line to circle around) and try to get people moving in a circle around these "poles". Get a sign in everyone's hand, and try to make some noise. If at all possible, try to get marchers to shout out the chants. This gives people a sense of solidarity and participation.

Make sure one or two people are chosen in advance as spokespeople and introduce them to reporters as soon as they show up.

For TV in particular, these spokespeople should be able to state their problems in a short and direct fashion. The likelihood is that you will only have 30 seconds on the evening news, and you've got to learn to tell your story in that brief time so that everyone gets the general gist of thing.

## HOW TO BRING A RALLY TO A CLOSE

Finally, when you notice that people are getting tired of just marching around, after say 45 minutes, you should wrap things up by holding a short rally with a couple of speakers. If anyone else

in the crowd wants to say a few things, let them! Pass the bullhorn around to as many as can contribute something provided they are not just windbags. Somewhere in there, if it's possible, you might explain very briefly that what TDU is and what we intend to do. Maybe there can even be a hat passed to try to recoup the cost of banners and signs.

And finally, the last fiery speaker should make it clear to everyone that their participation was welcome, needed, and that the rally was only the start of a lot more to come!

## CHECK LIST OF THINGS TO REMEMBER

### Preparation for a Rally

(1) Choose a good day, time, and place taking all relevant factors into consideration, such as availability of people to picket, when you can get the best media coverage, etc.
(2) Get a permit if one is required for the rally place selected.
(3) Get out a leaflet to encourage Teamsters and their families to attend.
(4) Include complete directions about the rally location—possibly even a map on the flyer. Also, make date and time clear.
(5) Make signs and banners.
(6) Send out press release about 5 days before event and follow up with telephone calls the day before the event.
(7) Rent or borrow some sort of amplifying device and check for proper working condition.
(8) Make up some chants related to issues in protest.
(9) Make some phone calls a couple of days before the event to remind activists and to insure that you will have a good showing.

### At the Rally

(1) Those reponsible for the rally should arrive early at rally site.
(2) Select " marshalls" to deal with any sort of problems that might arise.
(3) Choose spokespersons to speak with news media, television, etc.
(4) Bring extra cardboard, markers, picket sticks, stapler, and tape.
(5) Stake out an area your group can handle without being too spread out,
(6) Assign one person to stand at each end of area as "poles" for picket line to circle around.
(7) Get signs out and have group start chants. Have one or two persons in charge of getting chants going and changing when you need variety.
(8) Wrap up rally before people get too tired by having a couple of short speeches. Remember to thank everyone for coming out.

# IV. DEALING WITH CONFLICTS IN LOCAL CHAPTERS

Like any organization, conflicts will naturally come up inside TDU and TDU Chapters. Differences of opinion, debates, or disagreements are part of our movement. They don't have to be bad, in fact, they can be a very positive asset to TDU. We are not "yes—people" so naturally we do disagree sometimes and need to settle our differences.

Basically there are two types of disputes in TDU Chapters, with shades in between these two. First there are disputes over policy. Then there are petty conflicts.

## DISPUTES OVER POLICY

Disputes over policy can create conflict within the chapter. Disagreements can emerge over various issues. For example, should you run a whole slate for office in your local, or just a partial slate? Should you start a campaign to win the right to elect BA's or is TDU not large enough yet? Should TDU members recommend a "no" vote on a particular contract? All of these are examples of possible disagreements over TDU policy on some matters. They are healthy within our movement, and they should be settled in a democratic fashion. Sometimes you will be on the winning side in these policy decisions, sometimes you will be on the losing side; but you will always have the right to your opinion and others will have the right to theirs. But to get things accomplished, decisions have to be made and carried out by the chapter.

Usually your chapter steering committee should discuss an important issue. For example, if an election is coming up in the local. There may be differing views on the steering committee—or even three shades of opinion. You should be able to discuss the matter openly and frankly and respect each others viewpoint. If there is still disagreement, and if the matter is important enough, you should hold a discussion among the chapter membership giving notice of the positions and decisions to be made. More minor policies (such as when to hold a raffle, who is to serve on what committee, etc.) would be decided by the steering committee unless a member of the chapter raises an objection and insists on a discussion.

But major matters should be discussed both by the steering committee (which can make a recommendation to the chapter) and the chapter. The chapter should have a full discussion and **a vote**. A vote should be taken only after adequate discussion. This assures that a clear decision was made and, therefore, misunderstandings are less likely. Voting will settle the matter in the most democratic fashion. In some instances you may not make decisions in such a formal way, e.g., making motions, etc. In those instances, the chairperson should mention the decision he or she thinks is the consensus of the body and ask if there are any disagreements which would indicate when something should go to a vote. Taking this special care to review what you think has been decided helps to avoid misunderstandings, potential conflicts, and "that-isn't-what-I-thought-was decided."

Sometimes fast decisions will have to be made by the steering committee or some subcommittee within the chapter. For example, during a recent strike in which TDU members were very active, a decision was made at a certain point to call meetings to take a vote on returning to work. This decision was made by the active strike leaders. Later some members of TDU strongly criticized this policy. A meeting was held to go over all the decisions that were made, criticisms of them, and what else could have been done or done differently. It was a frank discussion but it led to general agreement that some mistakes may have been made, but they had been

made in good faith. We were able to go forward together, united and proud that we are in a democratic movement that learns from all of our experiences.

So, sometimes a chapter will want to go over a past policy or decision to see what could have been done better—not to belittle any one person or persons. Remember, constructive evaluation of a policy decision is meant to strengthen TDU's future decisions and help people evaluate how one particular action or project has moved the chapter closer to the very big job of reforming the Teamsters union.

## PETTY CONFLICTS

There is a second type of conflict in chapters. These are the disagreements, or disputes, which are not over some policy, but which are over personality conflicts, "ego-trips," or rumors.

This is a destructive type of conflict in any organization. It can creep in because of frustrations and because people have not been taught anything about constructive group dynamics or how to keep a group functioning. What might have been thought of as an innocent personal comment about another chapter leader can become grist for the rumor mill and a potential problem or squabble to undo or smooth out. We are taking on a big and courageous job in our union. Sometimes we take out our frustrations on each other. Also, sometimes we are victims of subtle interference by management or union officials who tell one TDU member that another one is a "company man," or "out-to-get-you," etc. Red-baiting, or labeling members as communists or otherwise attacking individuals, has been used in this way.

It is the job of the steering committee or the chapter leaders to "rise above" such disputes and get them settled as quickly as possible when they do occur. Some general guidelines for settling such disputes are:

1. **Share the jobs**. Editor of the newsletter, chairman of meetings, press spokesperson, treasurer, greeter at meetings, literature coordinator, distribution coordinator, etc. There are plenty of jobs to go around! Of course a chapter may have one or more recognized leaders who often speak for TDU in your area. That's fine; but, whenever possible, other people or new members should be given a public role in order to develop new leaders. Each time a person takes a responsibility for TDU, they usually become more committed. We should help people learn to chair meetings, give presentations, speak from the union floor, handle a grievance, run a raffle, etc. Our challenges are great—no one or two people should try to grab all the limelight as that defeats our purpose. Another way to deal with sharing the jobs is by having co-chairs, committees, etc.
2. **Don't be cliqueish**. Be on the lookout for new people and give them responsibility, perhaps a smaller responsibility or shared one at first. They could be put on an appropriate committee, or asked to distribute **CONVOY** and the local rank and file paper or newsletter to nearby barns or in their workplace. Try to find a job that they can be successful at as success makes for readiness to try the next challenge.
3. **Don't allow petty disputes to be elevated to big ones**. Try not to take sides on personality clashes, but take the broader responsibility of being a leader in the rank and file Teamster movement to heart. Help others rise above pettiness, also.
4. **Don't spread rumors, stop them**. Sometimes it will be best to discuss some problem which comes up on the steering committee to clear it up and to stop additional problems from developing from the seeds of the last undealt-with problem area. Don't sweep too much under the rug. However, sometimes things are best dealt with privately and not taken to the steering committee. Sometimes taking it to the steering committee will cause more prob-

lems as the person may feel that it was a private matter. You can also consult with the TDU Office on a question like this if you feel that it would help.

The important thing is to put things in their proper perspective and not let small matters or disputes jeopardize the very important goals that we share. Only the union and the companies benefit by our bickering and pettiness, whether it is a dispute over a policy decision or a petty conflict—it divides us and makes us less effective.

## GENERAL ADVICE ON CONFLICTS

Learning how to deal with differences either in policy disputes, or the more personal types of disputes takes experience. Learning when to let things slide or when you must first speak directly to the person either in the chapter steering committee or privately, when things should be dealt with by general policies (i.e., treasurer or chairperson cannot spend over $20.00 without approval of the co-chair or at least one other person on the steering committee prevents accusations that the treasurer is misspending money), or what to bring up at a steering committee meeting or a chapter meeting—is no easy decision. If you see yourself as one who tries to deal with such disputes by pre-empting them, talking with interested parties privately, and if necessary, taking it to the steering committee, you will be part of the solution to the problems and not a contributor to the problem. You must try to create an environment on the steering committee and in the chapter that is conducive to democratic policy decisions and constructive evaluations of your effectiveness. This will go a long way toward minimizing the destructive-type conflicts in your chapter.

Companies spend a great deal of money searching for and luring new, high level managers into their organizations. The International Brotherhood of Teamsters and its various Conferences do the same. The key to their endeavors is money. A high wage, a big car, a large office, and a personal secretary are the successful methods of recruiting in the corporate world. We in TDU neither have the money nor the desire to pay for leadership. TDU needs dedicated leaders and you can't buy dedication.

Rank and file leadership combines the best in natural talents, real experience, and dedication. Sometimes it takes seven or more persons to bring together all those features, but they do come together. And, the reason they come together is because that combination of talent, experience, and dedication works naturally.

## WHERE AND HOW TO FIND NEW MEMBERS

But the problem that faces all chapters is: where do we find these talented, experienced, and dedicated people? The answer is that these people are all around us. We see some of them at union meetings; we see some of them on the job. These people have developed important skills on the job and in the union, and there is no better place to find people who can help get the union back into the hands of its members.

But, where do we begin; how do we get started? The best way is to talk to more Teamsters. Try to talk to a new person every day. Ask their opinions on the contract, their feelings for the union, how they feel about their job and the company for which they work. Let them speak their mind. Above all, **listen** and listen carefully. You can easily tell when a person is dead set against the ideas you are hoping to convey. But if they are at all sympathetic, you may be on the road to developing a new contact.

A contact is the beginning of a relationship. A name, a phone number and suddenly what started out as chit-chat may develop into a new distributor for your chapter paper or **CONVOY**, or another Teamster to attend your chapter meetings, or maybe even a union meeting. (It is surprising how many long-time Teamsters have never attended a union meeting.)

## MAKING CONTACT WITH POTENTIAL MEMBERS AND LEADERS

At your local union meetings, who are the members who are vocal? Do you know them? Have you met them? Why not introduce yourself to them; and, again, try to make a contact. We all know that not everyone will react sympathetically at first—some people may be outright hostile. But, the attempt has been made and that attempt creates an impression; and as time goes on, impressions mean a great deal. Your attempt at a friendly introduction, your continued knowledge of the issues, and your attempts at suggesting alternatives on the union floor are being observed by many. Some people would rather sit in the wings and watch with a careful eye. Some of those same people will eventually come forward. But all along, you are providing the rank and file with an alternative and that is what counts.

Many members will join readily. After the ratification of a poor contract or the loss of a legitimate grievance, potential new members will come forward. You should go to union meetings early and stay late. Stand around in the lobby or hallway and meet those who are in the same situation you are. If the members have a special hangout before or after the

meetings, frequent it too—it is easy to start up a conversation. If you are a known TDU member or an activist at union meetings, chances are that members will want to talk to you. This will help you to make more contacts with potential members and leaders.

## USING PROJECTS TO EXTEND YOUR NETWORK

Beyond this personal contact, chapter projects will enable you to reach more new people and whole groups of people. If a contract is coming up that covers a section of your local, check it out. It may cover grocery warehouses, construction drivers in your city, or a large plant. Meet some active people there. Maybe publicizing their needs will aid them. This kind of involvement in the real day-to-day problems of the rank and file will come as your chapter starts to grow.

Of course, some projects that your chapter initiates will lead to new leadership and involvement; for example, a campaign to reform your local bylaws. New people can participate, get active, and hopefully a few will become active on a long-term basis in your chapter. All the while, you are extending your network of contacts among the membership.

## SUSTAINING YOUR CONTACTS

Once you have developed contacts within the union membership, keep them informed. If you put out a paper, make sure they get it. Make sure they know its from you—mail it to them or personally hand it to them. If they work at another barn, mail or give them a few papers which will increase your distribution network.

There is no guarantee that a contact will remain an ally. There is no sure-fire method to pre-judge a contact. Every Teamster is a potential contact and deserves the recognition that he holds the key to his future and the future of the entire union. But, turncoats and scared members will always be with us; ladder climbers and infiltrators will do their best to look legitimate. In these cases, only time will tell. **You** are convinced of your obligation as a rank and file Teamster, and so **you** must continue to help develop the strength of the ranks through thick and thin.

Most of all, don't forget about your contacts. Keep in touch with them. Soon they will be contacting you with reports about activities at their workplace. That means more stories for your newspaper and for **CONVOY**. Contacts should be invited to chapter meetings—no obligation! They might not be interested in joining right away but the information will continue to spread.

## ENCOURAGING NEW MEMBERS TO BECOME INVOLVED

If you are fortunate enough to make a contact who is eager and follows through all the way by attending meetings and desiring more participation, then you have succeded in nurturing another rank and file leader. This kind of person could develop into a responsible chapter member and voice of the rank and file, and this is exactly what rank and file leadership is all about.

From this point on, it is up to the individual chapter to decide how to make the best use of the new-found member. The work of the chapter is best handled when it is broken up into manageable portions. Responsible chapter members are those who take up some responsibility within the chapter. The workload is delegated through the steering committee, but no member should assume so much work that the work disrupts the member's day-to-day life. Each member's responsibility should not be overwhelming: a list of subscribers; distribution of **CONVOY** through the chapter's network; writing an article for the paper once a month; phoning members about upcoming meetings and events; taking charge of T-shirts and patches; or taking charge of the Chapter banner. This will help guarantee that the job gets done. We must remember that some will be willing and able to do a great deal, and

others will have to be coaxed to do even a little.

## SUMMARY

The TDU chapter must be run in a responsible manner. We have taken on a task that shows the International that we are willing to be responsible for our own destinies within the union. Given the opportunity, we will answer to the membership. Developing new leaders from amongst our ranks is our responsibility. It is the hope of the future when we can call our union truly democratic.

Chairing a meeting is a skill. In a small meeting, it becomes much easier but many of the things that are contained in this section will still apply. In a larger meeting, this section becomes much more important. This is a guideline—only some actual experience at chairing will make you an "expert".

There are basically two aspects of the relationship between the chair and an audience—**authority** and **unity**.

## AUTHORITY

A chairperson brings in a certain amount of authority with his or her reputation. For meetings where many of the participants are unfamilar with the chair, an introduction is needed. Another person starts things off by introducing the chairperson and explaining why he or she has been selected to preside, and then turns over the gavel to begin the meeting.

Dignified appearance and sound also add to the chair's authority. Appearance in this case is both dress and manner—self-confidence, paying attention to the audience in front as opposed to distractions on the side, looking straight ahead rather than down, avoidance of visible distracting habits. Sound refers to voice projection: full use of the power of the microphone or the vocal chords so that all participants hear every word spoken from the chair.

The chairperson is, of course, expected to be neutral, but this is only part of what the audience expects. Neutrality implies courtesy to both sides of any question, and avoiding the appearance of using parliamentary rulings to favor one side. It does not mean not having a position. The chair is expected, above all, to keep the meeting moving in a fair and democratic manner. The chair should intervene in the meeting to move it along. Even interventions that touch directly on the subject are legitimate when they are clearly attempts to summerize the sense of the meeting, summmarizing or pinning down an important point. Right at the beginning the presiding officer should briefly explain the purposes and structure of the meeting; this explanation can be refered to later on to explain a ruling.

Many inexperienced chairpersons are reluctant to use the gavel, or they tap it too lightly. The Gavel should make a solid, resonant sound and it is far more effective than a human voice pleading or demanding order.

Some basic knowledge of parliamentary procedure (see next section) is an important part of chairing any large meeting.

## UNITY

The chairperson is responsible for preserving a sense of united purpose. The more intense the meeting, the more difficult the task becomes. The chairperson needs to use many devices to maintain close contact with the mood of the participants.

The basic device is watching. Watching. Watching the expressions on the faces of participants, watching whether they are fidgety, watching for people putting on their coats. A few people in different parts of the room should be selected and the chairperson should glance at them periodically. In particular, the chair should pay attention to people at the rear of the hall; although they are harder to watch, they are also the first to be alienated.

Despite the best preparations, there is no way to be completely certain of the unity of a meeting. The chair should always be prepared to intercept the flow of the agenda to make sure that things are all right. One way to do that is simply to let the floor "ventilate"—either by allowing speakers to say what's on their mind even if it is technically out of order, or by requesting a discussion on what to do procedurally. This can also be an

invitation to "diversionary discussion," and should be tried when a chairperson knows something is amiss but has no idea why.

If the chair has an idea of the sourse of uneasiness on the floor, a "sense vote" should be taken. (Also called a straw vote) This kind of vote is in no way binding, and it is also the chairperson who frames the question. An example: "Brother Jones has used up his time. But before cutting him off I would like to take a staw vote. How many favor extending his time by three minutes—raise your hands. How many opposed?" Thus the problem of cutting off the speaker is put to the body, shifting responsibility for a difficult decision.

Meetings have a psychological need to express their unity. People in a meeting want to laugh together, vote together, stand together for an ovation, applaud together. Thus the simple act of putting questions to the vote becomes a healthy device—even questions that are so clearly agreed upon that the vote is sure to be unanimous. The chairperson should be prepared to tell a joke, to get people to laugh together, or encourage a standing ovation to acknowledge a particularly fine contribution. Or to use a more demonstrative means of voting than simple ayes and nays, such as the vote by acclamation (ayes and nays followed by applause) or the standing vote.

It is for the same purpose that the chair may intervene to summarize the progress that has been made, or to remind the body of its higher purpose by reference to our common goals and determination.

## TIPS FOR CHAIRING

1. After the presentation or presentations, ask if there are any specific questions that people want to ask the speakers before opening it up for discussion. After a brief period, move to allow others to comment and make contribution. Don't allow the question period drag out too long.

2. Suggest that comments should be fairly brief so that everyone who wants to will have a chance to participate. Point out the time remaining for discussion.

3. You will need to be a sensitive but **firm** chair. Ask people to raise their hands. This seems formal but otherwise folks will be interrupting each other and it will be harder to control the discussion.

4. Try to spread the participation around by calling on as wide a range of people as possible. If you know that someone has a relevent contribution to make on a particular topic, ask them to comment on that specific thing.

5. Some folks are shy so look for the half raised hands or even help someone get in by calling on them if they look like they want to comment.

6. Always keep in mind the goals of the meeting and steer the discussion to accomplish those goals. As chair you have the responsibility to avoid getting off the subject and to focus the discussion when it begins to wander. It may feel too controlling to cut someone off but you can do this diplomatically as you take the greater good of all the meeting participants into consideration. You could say, for example, "Tom how about wrapping up so others can comment." You may want to have a time limit on speakers from the floor of 3 minutes each, to maximize participation.

## PARLIAMENTARY MOTIONS

You don't need to be a parliamentary expert to chair a meeting. The following is a list of possible motions that you may need to refer to, especially in large meetings.

When a motion has been made, seconded, (and repeated by the chair if it wasn't understood by all), the meeting is not at liberty to discuss any other business until the pending motion has been dealt with. If the motion is complicated, the chair may try to rephrase it, simplify it, or divide it into component parts, asking for the consent of the maker and seconder. The motion is the "property of the body" and can only be withdrawn by the consent of the body.

1. TO AMEND: This is a motion that changes, adds or omits words in the pending motion. Once it is moved and seconded, debate must be confined to the merits of the amendment. The chair can explain to persons wishing to debate the main motion that they must wait until the amendment is disposed of.

2. TO COMMIT: When it is wise to investigate a question more carefully, it may be moved to commit the motion to another body. This is a debatable motion.

3. TO LAY ON THE TABLE (TO "TABLE"): The effect of this motion is to postpone the pending motion in such a way that it can be taken up at an unspecified future time. At that time a motion "to take from the table" is required. These motions are neither debatable nor amendable, and are majority-vote motions.

4. TO POSTPONE: This motion postpones the pending motion to a specified future time. It is debatable, and is a majority-vote motion.

5. TO RECONSIDER: Organizations typically have rules on when a motion to reconsider a previous action can be made; typically this must be done during the same meeting as the action was taken. No question can be reconsidered twice. Only a member who voted on the prevailing side is eligible to move to reconsider; this rule prevents a minority form getting a second chance unless they can obtain support from someone who was formerly against them. This is a debatable motion, requiring a majority.

6. TO MOVE THE PREVIOUS QUESTION: This is the motion to cut off debate. The mover must be recognized in the normal order of debate. The mover says, "I move the previous question." The chair, "Shall debate be closed and the pending motion put to an immediate vote?" This is then voted on. If it passes then you come to a vote on the motion on the floor.

7. POINT OF ORDER: This can only be uses to present an objection to a ruling of the chair, or to the chair's failure to rule on something that appears contrary to the rules.

The maker says, "I rise to a point of order." The chair says, "Please state your point of order." After it has been stated, the chair answers by sustaining or denying it. If any member is not satisfied, the chairs decision can be appealed. The chair then says, "Shall the decision of the chair be sustained?" The objector may explain the objection. The chair then defends its decision. No other debate is allowed. A majority "no" vote is required to reverse the decision of the chair.

8. TO ADJOURN: This motion is in order at anytime except when it interupts a speaker or a vote, or when it has just been voted down, or when the chair disallows it on the grounds that the meeting is in the midst of some business that cannot be stopped abruptly. It is debatable only as to time and place of reconvening.

There is much to learn about holding good meetings. No chapter can do it all at first. This section will give a number of ideas and helpful hints, some of which you can use immediately. Later you can re-read this section and use more parts of it. It provides a model for your chapter to shoot-for, not something you have to do right off the bat.

## PREPARING FOR A CHAPTER MEETING

Your steering committee or initial organizing committee will be deciding the date, time, place, and purpose of your meeting. The purpose of the meeting—the reason you are having the meeting—is important to have clear in your minds. The purpose of the meeting serves as a guide for those planning the agenda, writing the meeting announcement, the phone calling, inviting speakers, etc. (Note: "Importance of Planning" section elsewhere in manual.) As for the time to set your meetings—what day and time of the day—you may initially have to do some experimenting to find the best time for most of your membership. Discuss the best meeting time at your chapter meeting and go from there. When you have found the time that maximizes attendance for the most TDU members, stick with that time. Deciding the date, time, and purpose of your meeting is what you must do first, but after that, there are many other components of a good chapter meeting. The following areas also need to be planned:

1. GETTING THE MEETING PLACE
2. ADVERTISING YOUR MEETING
3. FOLLOW UP CALLS
4. PLANNING THE AGENDA
5. PRE-MEETING PUBLICITY
6. PUBLICITY AT THE EVENT
7. STEERING COMMITTEE ADVANCE MEETING
8. SETTING UP THE MEETING ROOM
9. LITERATURE DISPLAY
10. GREETERS AND SIGN IN SHEET
11. HOW TO FACILITATE MEETINGS FROM THE FLOOR
12. HANDLING A DISTURBANCE

## GETTING A MEETING PLACE

A Chapter meeting must have a location. It is best if you can have the same location each time. If someone loses the notice, they know exactly where the meeting will be held. It will identify your meeting place with your group.

The actual place can be of any variety. Buffalo's meeting place is Jack's Bar and Grill, Toronto's is the Sherway Inn, Spokane's is the Teachers' Credit Union and Lansing's is the Eagles' Lodge. Large or small is not important. A place that fits the size of your group is the best, if possible, so your crowd doesn't get lost in the ballroom or something like that. Easy to get to, easy to find, is important. Another consideration is whether you can bring in your coffee urn or do you have to use theirs as buying it by the gallon from some motels that have meeting rooms costs an arm and a leg and makes the cost of the meeting quite prohibitive. Scouting out a well located and reasonably priced place is worth the effort. Some chapters have worked out a lower rental rate per meeting by working out a rate for nine or ten meetings per year—a package deal. Use a little ingenuity to keep the cost of your meetings down but remember you must weigh the cost as well as the location in your final decision. Having your meetings in an appropriately priced place but out of the way is not organizationally "economical."

Once you have found a meeting place confirm the date and time with the establishment. Make sure that they understand that you will want to come early to set up the place and how long

you will be staying. Get the phone number of the proprietor just in case there is any mix-up. Have a clear understanding about who will be setting up the place—you or them. Any special arrangements should be made early with the proprietor. Some places provide water, sound system, movie screen, etc. at no extra charge. Other places provide the bare minimum—chairs, tables ash trays and a clean meeting room—and you must arrange with the proprietor for additional equipment, set up etc. or provide for any extras yourself.

## ADVERTISING YOUR MEETING

Use flyers, your own newsletter or newspaper, **CONVOY**, community newspapers that provide free space for meeting announcements, and possibly your regular newspaper, depending on the newsworthiness of your main topic, guest speaker, etc. (See "How to Get Publicity" section elsewhere in manual for more information about getting out a press release and doing follow up to get coverage in your local papers.) As for your meeting flyer, remember to specify date, time, place, and main topic for discussion. The flyer itself can be done freehand by someone who is a good printer, typewritten, or by using press-type. No matter what method used, you should make sure you accentuate the date, time, place, and main discussion topic by making that part **bolder**. (Note section on "Making a Meeting Announcement" for further explanation and suggestions.) Be sure to get the announcement out early enough for people to plan, but not so early that it is forgotten about. Ten days is reasonable notice for a regularly monthly meeting. We advise chapters to look into getting use of our third class mail permit so that you can send out announcements for each and every meeting at the reduced rate of 2.7 cents instead of 15 cents. However, you must have a minimum of 200 pieces each mailing.

Make sure to welcome all interested Teamsters and spouses right on the flyer as this lets everyone know that we in TDU want the families' participation. Working conditions, etc. affect all family members. TDU is proud of the many spouses involved. This has been accomplished by welcoming and encouraging their participation.

If possible, be prepared to provide childcare, but don't overburden yourself or your group with extra responsibility if you are not sure you can handle it. It doesn't all come together at first. It does take time and often a few tries before it is successful.

In addition to the mailing about the meeting, you should have extra flyers which are circulated in the terminals and barns, posted on the bulletin boards, left at a friendly coffee shop, etc. Carry some with you on your route and give out to interested drivers. Making more people aware of your meetings will help increase meeting attendance and bring in new members to TDU. Don't rest on your laurels. Each meeting must be built for its own purpose keeping in mind that only by growth, expansion, and educating more people can we have the impact on the union that we need and thereby protect ourselves and our jobs.

## FOLLOW UP CALLS

Meeting attendance is built in all ways—flyers, word of mouth, from **CONVOY**, newspapers, even by the union and the companies—but there is one method that is most important, especially in the early stages of a chapter's development, and that is **phone calling**. You can divide up the calling list jurisdictionally with steering committee members in one particular jurisdiction calling those members in that jurisdiction. For example, all those in construction would call construction members, freight would call freight drivers, etc. You could also divide up the phone calling by company, by shift, alphabetically, or however you think makes most sense, but the important thing is to **do the calling**. Someone

should be put in charge of the calling network. You may not get everyone called for each meeting, but the more systematic you are about calling, the better your meeting attendance will be. Doing the calling has another benefit for your organizing efforts. It keeps you in touch with the TDU members in your area and lets them know that you realize they exist. You may get stories for your newsletter through this calling and increase your distribution network for **CONVOY** and the rank and file peper. You should keep records of the calling as some folks can be marked off the list as no longer interested, as having meeting-time conflicts, or whatever. It's a good organizing practice to have the same person calling each month as you no longer are a stranger calling another stranger. You develop at least a telephone relationship with the member, or his or her spouse. (Note: suggestions for calling and talking with a member's wife is in "Wives in TDU".)

## PLANNING AN AGENDA

Now you are ready to hold your meeting, but what are you going to meet about and how is the meeting going to move along? The purpose of the meeting and facilitation of the meeting are two key considerations. An agenda is a critical part of the preparation. Your agenda should be planned to take care of the business at hand, to allow for input from the floor, and to involve new people in your chapter.

Usually it is best to have one, or at most, two special items in addition to your regular business at the meeting. These should be well-planned. They might be a speaker from the TDU office, a discussion of a new campaign by the chapter, or an educational talk by a labor educator. Roberts Rules provides for a general agenda like this:

1. Minutes of last meeting
2. Minutes or report from steering committee and standing committees
3. Unfinished business
4. New business

A typical agenda for a TDU chapter might be:

1. Minutes of last meeting (optional)
2. Report from steering committe, financial report (optional), report on the chapter raffle, and a report from one of the sub-committees
3. Report and discussion on upcoming construction-industry master contract
4. New business

In this example, a special effort was made to involve Teamsters in the construction field by leafleting yards and by inviting a few active people in this field to come and speak. The steering committee has discussed this point in advance, and hopes to come out of this meeting with some help for the Teamsters involved in this contract and to bring them into the chapters.

The "new business" point is to allow for any new input, questions from new people, etc. It should be after your main agenda points so the meeting will not be side-tracked. In the Hartford-Springfield chapter, they call this "open forum" and specially invite the new people to ask questions or make comments. (Note: "Chairing A Meeting" in Section IV of manual should be helpful at this juncture.)

## PRE-MEETING PUBLICITY

Most cities have all-news radio stations which will take announcements about your meetings. They usually do this by taping a phone conversation you have with them and then they run it several times a couple of days before the meeting. Some public service announcements are more complicated to arrange for as they require the announcement to be in writing and turned in several weeks before the event. It is our impression that these are not worth the bother. (Note: see written pieces on "Using CB Radios to Get the Word Out" and "How to Get

Publicity" for other ideas about pre-meeting publicity.)

## ADVANCE STEERING COMMITTEE MEETING

You are almost ready for the meeting. One of the final steps in preparing for the chapter meeting is to have the steering committee meet in advance, several days before is often most preferable to the day before. Here, the agenda can be finally drawn up and discussed. Responsibilities can be checked or reported on and loose ends drawn together. The advance meeting of the steering committee makes it possible for the steering committee to get together and prepare itself for presentation to the chapter as a working team. New members and potential members will respond to leadership that is well presented and well prepared. Some of the things to decide at this pre-meeting are:

1. What is the main purpose of the meeting? Every meeting is meant to build and strengthen TDU, but what is the **specific** purpose of this particular meeting in addition to the general reasons that you have membership meetings?
2. Who will chair?
3. Who will be the main person to give prepared speech or who will kick off discussion?
4. What are the points of the agenda?
5. How long should the reports be, for how long should the main speakers speak, how long to allow for questions and membership participation, and the overall length of the meeting? Too long and dragged out meetings discourage attendance. Remember that time-off is precious and that by keeping meetings to a reasonable length (2 hours maximum is suggested) you reinforce attendance.
6. Anticipate any problems that might come up.
7. Divide up responsibilities in addition to the chairperson, speakers, etc. Other responsibilities are:

   a. Room set-up and arrangement.
   b. Fund raising—making fund pitch for covering meeting room expense, flyers, etc. You may not want to do this every meeting.
   c. Taking care of literature table.
   d. Making membership pitch.
   e. Greeters at door making sure that everyone signs sign-in sheet. Also, could be responsible for circulating through crowd making sure that everyone is spoken to, especially those coming to meeting for first time. The more welcome you make new members, or potential members, the more likely they are to return.
   f. Room decoration—putting up banner, posters, etc.
   g. Putting room back together after meeting, taking down chairs.
   h. Making coffee, getting supplies in advance, extension cords, etc.
   i. Making sure that everyone leaving takes **CONVOY**s and any other literature that needs to be distributed.
   j. Making sure that you talk with and help as much as you can anyone who identifies a particular problem in the discussion.

      You could refer them to an attorney, volunteer to help them write a grievance, tell them how to get their contract, or whatever. You don't have to know everything to do this job. Just be friendly and make sure that they get hooked up with someone that can advise them.

# PREPARING FOR A CHAPTER MEETING



Whenever the steering committee meets, it should allow enough time to plan well for the meeting. If you have to get together right before the meeting, allow enough enough lead time so that you won't be having your meeting when people arrive. In order to get a meeting off on the "right foot" and to start as near as possible to the scheduled time, it takes pre-planning and organization. We have listed a number of responsibilities above. Some can be done by the steering committee, but others can very easily be done by members not already involved in the core leadership. If you wait until right before the meeting, there is no time to involve others in some of the organizational aspects of the meeting.

The steering committee and others taking responsibility for the meeting preparation should arrive early at the meeting place. We suggest at least ½ hour to 45 minutes early if you have already taken care of the agenda, etc. This is just for making sure that there are no mix-ups in room assignments, to get materials out, get the room arranged like you want it, etc. If you have not had the steering committee pre-meeting, you should come about 1½ hrs. early. Your meeting should be over, the room set up, banner hung, materials displayed and the steering committe should be calm and collected by the time the crowd arrives. Usually the TDUers most responsible for the chapter are the ones to get to the meeting early, and if they are tied up setting up chairs, making coffee, etc., there is an atmosphere of disorder and confusion. When people arrive, the leaders of the chapter, whether on the steering committee or not, should be free to greet people, to find out how things are going at people's work and with their local, to solicit people to take a bundle of papers, to get leads on articles for your rank and file paper, to encourage people to get more involved, and to get new people to join TDU. A chapter meeting begins when the first person arrives, not when the meeting is officially called to order, and does not end until the last person leaves. Members who are ignored at all times other than the period between the formal call to order and the motion to adjurn will not feel welcome nor the desire to return. After all, people who feel uncomfortable raising their hands to formally participate in the meeting would not have a chance to talk.

## SETTING UP THE MEETING ROOM

Getting the room ready is very important. You will learn how to do this and to do it quickly. Try to discover someone who has a flare for making the room attractive and functional, and put that person in charge of this aspect of preparation. Some things to think about are:

1. Have a table near entrance of actual meeting room conveniently placed so that it is obvious that you want people to sign in. Have some membership cards and the basic membership brochure on that table.
2. Display banner proudly behind speakers' table. Put up other posters that relate to the main topic of the day. These types of things add color to the meeting and make an excellent backdrop for pictures. They are a visual way of getting our message across. (Note: "Making a Banner" in Section 12 of manual.)
3. Approximate your meeting attendance number and arrange about that many chairs, not more. If your attendance is expected to be low, it is better to have a few chairs spread out a bit so that people won't feel discouraged by the low attendance. If you expect about 40—50 people, set up the room for that number even if it means taking chairs down or pushing them to the back of the room. It is better to have to set up more chairs than to have a lot of empty chairs. Have someone assigned to be responsible for

setting up additional chairs if that becomes necessary.

4. Arrange speakers' table with proper number of chairs and water if possible.
5. Check out sound equipment **in advance** if you plan to use it.
6. If in a motel or a meeting place that has a number of meeting rooms, place a sign on the door with masking tape. If meeting place is large, you may want to have some directional signs in lobby. There is no reason to have someone discouraged by having to spend 10 minutes looking for the meeting room.
7. Some chapters use name tags for each meeting.
8. Have literature attractively displayed on tables near back of room or on the side of the room so people can browse without blocking traffic.
9. If possible, arrange coffee so that people can quietly get up during the meeting to help themselves to coffee without causing too much commotion. Sometimes due to arrangement of plugs in the room, this is not possible.
10. You may want to place a **CONVOY** or your rank and file newsletter in the seat of each chair so that people will have something to read while they are waiting for the meeting to start.

A check sheet will be included with this insert. Your steering committee should refer to it before each meeting. Going over the check sheet ahead of time to make sure that everything is brought to the meeting only takes a few minutes. Not having the coffee and having to send someone out to get some takes time and adds confusion and disorder to the meeting. Remembering the coffee but forgetting the urn is even worse.

## LITERATURE DISPLAY

The TDU office prepares a number of pamphlets and other promotional materials which gives an organizational sense to your local group. Your chapter should have a few of each of the materials to have on display for each meeting. Bring the materials to each meeting—don't assume that everyone has seen everything. The T-shirts and jackets are more expensive and may sell better if you have samples available and take orders at the meetings. The patches and **Legal Rights Handbook** are much in demand and you should keep an inventory of these items on hand at all times. Someone could take this responsibility on a regular basis while soliciting a different person each time to assist them. This person would take responsibility for ordering materials enough in advance to have them available before each meeting. It is recommended that you buy a change box or have a cigar box with at least $10.00 in change on hand at the meeting. If you have the materials that people want to buy but you can't make change, you discourage buying. The TDU office has price display cards available to make the prices readily available for your material. Call or write if you want them.

## GREETERS AND SIGN-IN SHEET

You need to know who is attending your meetings—whether new people are coming, if people are coming back a second time, etc. You should institute the practice of signing in for each meeting. It is the only way that you can keep track of attendance; and, furthermore, it discourages the officials from sending persons to "check things out." They can sign in with a false name, but most people are reluctant to sign a false name. These lists should be kept in a notebook or file as a record of membership attendance. The lists should be kept confidential and not left lying around. The office has provided a sample sign-in sheet which you could use for making your own, or you could have this one copied. If you do not think about this ahead of time, you might make the mistake of leaving out a column for the phone number or sending around a paper

without a clipboard or pen. Further, someone should be responsible for seeing that the sign-in sheet is used as people enter the meeting or is passed around the room systematically to insure an accurate sign-in record.

### PUBLICITY AT THE EVENT

Here, again, refer to "How to Get Publicity" in the manual. Have someone prepared to handle the press if they come. This person need not be one of the main leaders of the chapter. In fact, the chapter leader cannot leave the speakers to be able to greet the media when they arrive. This person's responsibility would be to be on the lookout for the media, welcome them, find out if they want to film, who they want to talk to, and figure out if you can call someone to speak to the media during the meeting or whether that would be too disruptive. This person should be one of the secondary leaders who can give some background information to the media about what is going on, but it is not necessary that this person be quoted. By having someone in charge of handling the media, we stay more in control of who they interview, how disruptive they are, how long they stay particularly if some of the meeting should be private, etc. This also helps in developing a relationship with the media which, over the long run is very important. You may want to have the same person doing this job for six months or more, or at least during a particular struggle. The person doing this job should make a point of learning the names of the reporters and helping to facilitate their interviewing, filming, or whatever.

### HOW TO FACILITATE THE MEETING FROM THE FLOOR

It is not just the job of the chairperson to help a meeting go smoothly and democratically; members of the steering committee or other active members can help from the floor. If a meeting gets off the track, a person speaking from the floor can bring it back to the main discussion. If a point gets forgotten by the chair, it can be brought up by a question from the floor. If the steering committee members know what the main purpose of the meeting, or a particular discussion, is, they can help to accomplish that purpose sometimes.

### HANDLING A DISTURBANCE

Sometimes people come to a TDU meeting not to join with TDU to reform the union, but to disrupt the proceedings. We are all aware of this possibility and it has happened in some chapters. However, it can be dealt with and turned against those officials or representatives of the officials responsible for this type of activity.

Usually, such disrupters will interupt the chairperson or person speaking with remarks like, "Who are you, anyway?" "Where do you get the money to hold meetings like this?" "Who says we need a group like this?" It is important that you not overreact or get upset, but be firm. The chairperson probably can't call him out of order with the first disruptive or hostile thing he says. However, the chairperson should fairly quickly move to establish the group's authority over the meeting once the person has indicated that his true purpose is to disrupt the proceedings and he is not just expressing a dissenting opinion. The chair should say that the meeting will go on as planned—and that the disrupter may stay as long as he remains orderly. Usually, the disrupter will then try "Oh, so you holler about democracy but won't let me speak." The chairperson should explain to the disrupter and the other people that democracy doesn't mean overturning the agenda or interrupting people. Further, the chairperson should remind people that TDU is not a union. It is strickly a voluntary group. We do not deduct dues from anyone's paycheck, nor is anyone forced to join, nor do we manage members' pension funds—and we rent a hall out of our own pocket. In other words, the union belongs to all its members; TDU belongs to those who

choose to join and build it, not those who choose to disrupt it.

It is important not to get into shouting matches or arguments with such people. That would only accomplish their purpose, not ours. Instead, we should minimize the disruption by ignoring them and going on with our business.

It is **illegal** under federal law for union officials or agents of the union to disrupt TDU meetings, or to in any way intimidate people for attending TDU meetings. In any case which may fall under this category, a TDU attorney or the TDU office should be consulted immediately.

# IV THE IMPORTANCE OF PLANNING

## WHY PLAN?

For many of us, planning is a distant, bureaucratic activity—something for the paper shufflers. We all have been the victims of planning inspired by some business consultant who has no idea what the job is really all about. Because of this, we often see planning as a pointless exercise which has nothing to do with our work.

But before we toss the whole idea of planning into the garbage can, let's give it some thought. You wouldn't build a house or a cabinet without some kind of plan. You wouldn't drive to a new terminal without first planning your route. In fact, you plan your activities every day.

TDU has taken on a monumental task. The enemies of union democracy are well-organized and powerful. They have the resources to side track and combat poorly-organized TDU activities; and if this happens often enough, **the movement for democracy in the Teamsters Union suffers**. Clearly, TDU chapters need to know where they are going, and planning is the only way to do this.

Planning for your TDU chapter is much the same. The only difference is that the planning is done by a group rather than by an individual. Like the planning mentioned above, group planning aims at **keeping you on track**, at **helping you reach your goals**. As simple as that sounds, you would be surprised at the number of groups which do not plan. The result of this failure is that the group strays far from its goals or wastes a lot of time with projects which are blind alleys.

## WHAT IS PLANNING?

Planning is a **process** which links goals, activities, resources, results, and evaluation. Plans are laid and put into effect using appropriate resources. Results are evaluated and fed back into the planning process. The object is to continually improve your work and the planning which leads to your next work.

One of the most important products of good planning is **solidarity**. When a group collectively plans, acts, evaluates results, and plans again for further results, that group comes together. The group develops a common purpose and a common will for carrying out that purpose. There are no short cuts in this process if the object is to build solidarity.

There is no single process or model for planning. However, there are several questions that all planning must take into consideration. For some particular period, say six months, your chapter should have an overall plan. The parts of the plan would be 1) What are the goals? 2)what are the steps needed to reach that goal? 3) When will steps be taken and by whom? and 4)what resources will be required? Let's take a look at each of these.

## WHAT ARE THE GOALS?

First you have to set some goals for the next period. These should be clear, and they should be realistic. There should not be too many. Of course, some will get changed as time goes on, or even abandoned, and new ones will be added. The idea is to be aware of your goals in the coming months.

For example, possible goals for a new chapter might be to recruit 100 members in six months, to begin a newsletter, and to launch a successful effort to change

the time of the monthly union meeting to a time when more members can attend. In considering these goals, perhaps others were rejected, e.g., launching a successful campaign to change the bylaws. This might have been rejected because it was too big of a job to start off with. Perhaps another future goal will be to help construction drivers with their contract negotiations if a group of construction drivers approach your chapter for help. Your plan will change over time, but it should be firm enough to provide some guidelines.

Your goals will generally be discussed by the chapter steering committee, and in most cases, by the chapter membership. They should be democratically voted upon. For example, before you launch an effort to change the time of union meetings, you should first discuss it in light of your other goals, and vote upon it as a chapter activity.

## WHAT ARE THE STEPS NECESSARY TO ACHIEVE THE GOALS?

Your goals will be broken down into a series of steps. Continuing with the example of changing the time and date of the monthly union meetings, some steps might be to: put out a flyer to the membership to generate interest and support, get the flyer well distributed, line up backing from some stewards or active members from various barns, build for a turnout at the union meeting where the vote on the issue will be taken, plan strategy for the meeting itself, and consult with a TDU attorney. Now you are getting down to specific tasks which will be done by TDU members or committees, and you can set deadlines.

## WHEN WILL THESE STEPS BE TAKEN AND BY WHOM?

You can now layout some time scale for your work. Sometimes this can be very specific, such as the example given on the next page of an activity done by the Spokane chapter of TDU. With this type of activity, such as a major meeting, or fund raising event, or picnic, you can use this model. But with any project, you should use a systematic division of tasks, assignments and deadlines. This will aid people who can then take part in one aspect or be part of a committee.

The time scale chart on the next page was prepared by the Spokane chapter. This type of chart allows one person or committee to keep track of all the tasks needed for a project. In the case of the Spokane publicity effort, the chapter was able to get coverage on all of the city's TV stations, the two major daily newspapers, several radio stations, and the Associated Press. The campaign had the object of increasing TDU visibility in the Spokane area and attracting new members. As a result of this publicity work, over 200 people—mostly Teamsters and their families—attended a Sunday breakfast for Camarata, and TDU membership increased at the next meeting.

The key to success with a time-line chart is clearly assigning responsibility for each task to a person or a committee and also assigning a person or committee to be in charge of the entire project. Whoever is in charge of the project checks progress regularly, keeping in touch with everyone who has taken on a task and seeing that these people have the support they need to get the job done.

## WHAT RESOURCES WILL BE REQUIRED?

Planning is meaningless without the people, money, and materials to get the job done. Planning should help your chapter tell how much money it will have to raise and how that money will be spent. It will tell your chapter what other resources will be tapped. For example, if leafleting new barns is a high priority, then you will need paper, artwork, printing, and writing. Your planning should take this into account, and you should make arrangements to get whatever support you will need.

## EVALUATIONS

Evaluating your efforts as a chapter is an important part of the planning

process. After your chapter has completed some project or campaign, it is important for your steering committee or whole chapter to be able to sit down and evaluate what you did well, why you failed or succeeded, what you learned, and what mistakes should be corrected in the future. Everyone has a chance to come up with solutions to problems, and your chapter grows stronger even if you lose your particular campaign. The group leaves with a commitment to do better next time. It is a good idea to take notes in a discussion like this. One member can take notes and type them up to better learn from your experience.

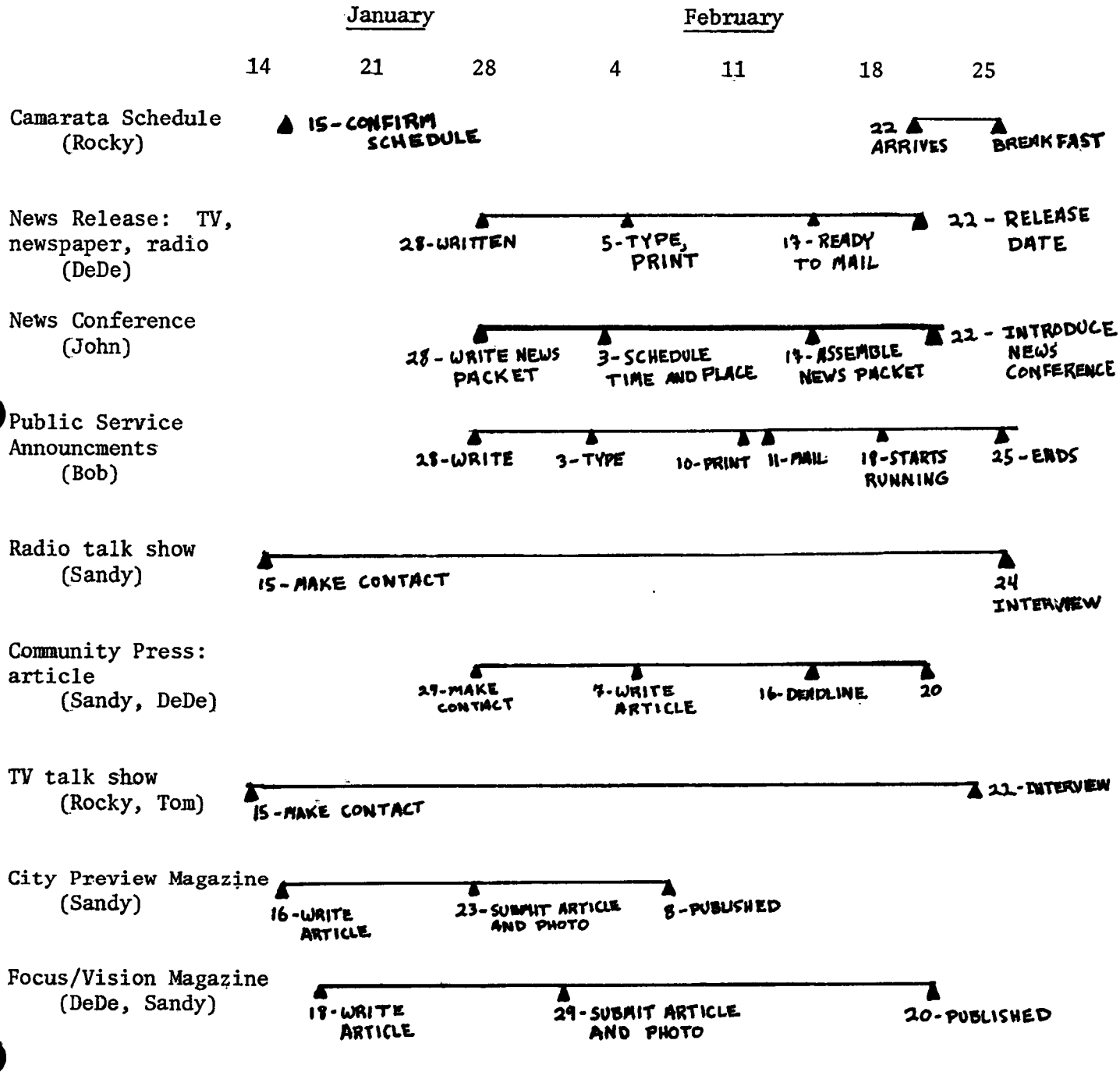
There should be some overall evaluations of your chapter also. Perhaps every three months your steering committee should take time to look at your overall plans. Are you on the track you set? Why or why not? Does your plan work? What improvements are needed?

## A DEMOCRATIC MOVEMENT

Democratic planning is an important method for your chapter to use for three reasons. First, TDU reformers are challenging a powerful organization. In this struggle, the rank and file must have a good idea about where it is going and how to get there. Second, planning builds solidarity. Through the planning process, rank and file members discover that **together** they can understand their common problems, the causes of those problems, and the solutions to them. Finally, democratic planning builds union democracy. The rank and file needs to choose its own future and to act on its choices in order to reach that future. It is only by building a democratic TDU and a democratic IBT that Teamsters can avoid the need for a future rank and file movement to reform TDU.

(This section was prepared by the TDU staff with the aid of the Rye Grass School in Spokane, Washington along with the Spokane Chapter.)

TIME-LINE: Media campaign surrounding visit of Pete Camarata to Spokane
OBJECT: To increase TDU visibility, build membership, attract people to public breakfast on Feb. 25



Part of every chapter's annual agenda of activities should include events that are principally social. A movement such as ours has to be more than a string of meetings, picket lines, or formal union gatherings. People need to know each other **as people** to get together; a relaxed atmosphere at a picnic enhances that possibility.

Another factor is TDU's view that the spouse and family have a big stake in contracts, benefits, and the state of the union. A picnic or other social event with a built-in meeting helps them understand the movement, meet the kind of people involved and give them an opportunity to take part in organizing the event.

Finally, a fun event such as a picnic, corn roast or dance is a reward for the union activists who have worked hard, and for the family that lent its breadwinner's spare time to help build TDU.

## CHOOSING THE PICNIC SITE

Choosing the place for the picnic is important. The place should be close enough to the city so that it is not too big a trek to get to the site. Choose a place that has adequate space and is relatively centrally located if at all possible. If there is a place that can be reserved, that has its advantages, as you are guaranteed a nice site and won't be negotiating with a family reunion that chose the same site. If you cannot make reservations, then you must send "squatters" to claim the space you need several hours before the picnic begins. In some areas, picnic space is precious, and in order to get space, especially during peak times for summer outings, you must go very early in the morning. If you can reserve a place, try to get one with a shelter in case it rains.

## GETTING A PICNIC COMMITTEE

A committee of responsible members should be established several months in advance to oversee picnic preparations. This committee should be sub-divided for ticket printing and sales, food planning and purchasing, beverage supplies and related materials (cups, ice, etc.), athletic equipment and planning events for children, and program (speakers, agenda, timing of activities).

In Western Pa. TDU, we had a great deal of success with doing round-robbins at steering committee meetings to see where we could cut corners financially. Various members have come up with cut-rate or donated beer, pop, buns, supplies, etc. This can save an incredible amount of money, and may determine who should be on what committee. Poll members from breweries, bakeries, and soft drink plants for deals on supplies, as well as donations. At one picnic, we even got 12 free cases of buns from a rained-out company picnic and stuck them in somebody's freezer until the picnic.

Active members will often supply forks, paper plates, etc. that they may have, in lieu of a financial contribution toward the picnic. Give your chapter members a chance to show their support.

## SCHEDULING

You have to balance factors in lining up activities for your meeting part of the picnic and the whole day's agenda. If the picnic goes from say 1 PM to midnight, you want to schedule the meeting time to suit those who come late as well as those who may have to leave early. More strenuous activities (volleyball, softball, touch football) should come earlier, so people will be glad to sit down and rest during the meeting, which is what you want them to do. Serving food before and after the meeting, rather than during it, also helps increase attendance and attention.

The meeting itself will have to begin informally, usually with a popular local leader who can convert a boistrous, winning softball team into an attentive group. First, take care of your local reports. This gives the people a chance to get into their rank and file "head". Then the guest speaker can make an ideal impression when the crowd has settled down. Don't have the meeting part go on too long. Keep it relatively short as

people's attention span outdoors isn't as good as inside. Also, you have folks who aren't in TDU, children, and guests, so don't turn people off by going on for too long with the "raps" and reports when you have worked so hard to see that the overall sense of the picnic is fun and educational.

## ADVERTISING THE PICNIC

Use your usual methods of inviting people to TDU events **plus** additional ways. Have a flyer that tells about some of the things that are going to happen at the picnic to interest people. Try to "psyche" people up for a good time and encourage them to bring others. You might want to throw in a little competition, like having people from one local challenge another to a volleyball game or something like that.

Having an accurate, detailed map showing how to get to the picnic area will increase attendance. You may want to list the phone number of a friend who will **not** be coming to the picnic should anyone get lost and need additional directions. Be sure to leave detailed directions with the person whose number you list.

## SUGGESTED SCHEDULE OF EVENTS

**12 Noon** - Committee well underway; early birds help to set up.

**1 PM** - Things ready; socializing at ticket counter; beer, pop, nibbles.

**2 PM** - Enough people arrive to get volleyball, softball going.

**3 PM** -Start hamburgers, hotdogs going; introduce guest speakers to local leaders; get volunteers to help with cooking and with children's activities.

**3:30** - Second softball game underway; people changing activities, coming to eat.

**4:30** - Distribute grab-bags to kids to start settling them down. Announce to ball players that meeting begins in half an hour, so they can shorten the number of innings, etc.

**5 PM** - "Herd" people to meeting. Announce last call for food.

**5:15 PM** - Meeting finally underway. Make sure that food is not served during this period. Local leader welcomes crowd, calms down the unruly, etc. Reports before guest speaker. Follow up with collection for travel costs, CONVOY, elections, or any project underway. Make any announcements now.

**6:30 PM** - Go right into children's "Main Events": While adults are still gathered. Straw dives for coins (panhandled from adults), egg toss, greased pig chase, balloon busts (with number for prizes inside). Be creative. Break up into a volleyball game for the older children. Let the parents take a rest by planning for things that they don't have to be involved in for awhile.

**8 PM** - Pull raffle tickets or door prizes; have a rally (this is optional); final announcements, amount of money taken in.

## RAISING MONEY

We have charged $3 or $3.50 for picnic tickets (kids free), and usually made money, as much as $300. Figure the minimum number of people you expect, and base your charge on that. That way you'll at least break even, but count on more people coming. Encourage people to bring relatives and friends from other unions.

By taking up a collection at the end of the night, **after** people have worn themselves out having a good time, more money can be raised either for a specific project or the chapter treasury. Having ample beer tends to loosen people's pursestrings. We have also picked up donations during the door prize raffles; someone would sell something they had won and donate the money back to TDU. Don't underestimate people's generosity when their sense of involvement and reward are at a peak.

## TIPS ON ACTIVITIES

Give people a choice of sports; volleyball for the active, horseshoes for the older folks; card games for the sedentary, badmitton for the kids, etc. Make sure people bringing equipment will be there early. If you can't guarantee that they will arrive early, pick up the equipment in advance from them.

To prepare for a big turnout, have another volleyball net ready, or other extra equipment. Have ample baseball gloves as playing with too few gloves is a drag. Make sure the site has lots of space and playing fields.

Children's activities are among the most important. For a change you want to give the parents childcare, instead of making them look for a babysitter. By letting the parents know they won't have to watch kids constantly (and that they get in free), you will draw people with families who ordinarily wouldn't turn out. Try to plan things for the kids that **don't** involve the parents, so the parents will be able to meet other TDU people and have some fun themselves. Remember to take into consideration the interests and abilities of differing age groups of children.

Keep in mind as a rule of thumb that you want to give a favorable experience, leave a good memory, draw a lot of people (good for publicity), and have people tired enough, but not too tired, so they will **want** to sit down for a meeting. Don't overplan and have things too scheduled. You should have a small committee that consults about cancelling an activity. The schedule above is a rough guideline only.

**Summary:** One of the goals of activities such as a picnic is to reenforce the member's commitment. By making TDU a source of social life, friendships, and activities, TDU gives something back for all the time and energies that are demanded by a successful movement. This helps to relieve family pressures that can be created by the time demands of being an activist; and it also helps the family to understand and take part in what TDU is all about.

## COMMENTS BY TDU STAFF

The picnic planned here is very ambitious. The Western Pa. TDU Chapter has been in existence for several years. You need not have such an elaborate picnic. Still, the idea of having things well planned is very important no matter how long or involved your picnic is. You can simplify your picnic to match the resources of your chapter. To simplify things, you could do one or more of the following:

1. Consider a picnic for a shorter time period, say from 3p.m. to 9p.m., with only one meal planned.
2. You could have families bring picnic lunches to share with others potluck style, or you could combine some cooking outdoors by the picnic committee with TDU people bringing salads, beans, and desserts. There is a disadvantage to this, as you can't make as much money, but the work of a picnic is cut down considerably and sometimes the getting together is more important than making money.
3. Be sure to have an ample supply of whatever you cook even if it means having to sell some at the end of the picnic or have the committee freeze the unused hamburger patties or hotdogs.
4. Make sure there are grills at the picnic grounds. If not, bring several, enough area to cook for a large crowd. Remember the charcoal and lighter fluid.
5. It is generally best to have all beer, pop, etc. organized by a couple of people for the entire group. You can get the best price in bulk and you are sure to have enough.
6. Should you choose to simplify your picnic even more by telling folks to bring their own picnic lunches and drinks, you should still have a supply for those who forget or that those who run out can buy. There's nothing worse than running out of food or drink halfway through a picnic and having to send someone to purchase stuff at the last minute. Your picnic won't impress anyone if things aren't organized to run smoothly.
7. A simplified, less elaborate picnic should still have the meeting/rally part

of the program to guarantee that the work and activities of TDU are explained to all attending.

8. You may want to consider having some form of entertainment either in connection with the meeting or later in the evening when sitting around a campfire. Someone in your chapter or a friend of a chapter member may play a guitar, know sing-a-long tunes, or sing folk songs or labor songs. Make sure the person is good and not so amateurish that you would be embarrassed. You may want to print up song sheets so people can sing along if any songs are unfamiliar. If the musician or musicians you know are not group singers, then have that person(s) perform for the crowd for only a short period of time. If the group must be passive, then don't keep the entertainment going for very long.

9. If you are doing the more ambitious picnic and the entertainers are especially good, you may want to consider renting a generator so that you can have good sound. Some musicians would need sound in order to be heard outdoors. Before the picnic, you may want to experiment on how well the sound from the particular instruments or individual carries outdoors.

10. Always be prepared to give up an activity that isn't working out no matter who planned it. Be flexible about the timing of your activities and the choice of activities.

**NOTE: Let us hear your ideas for successful picnics.**

# RUNNING A RAFFLE

TDU organizing committees, newsletter groupings, and chapters have one thing in common—the need to raise money to have meetings, put out newsletters, pay for **CONVOY**, etc. You can't keep hitting the same people up for bucks month after month. You shouldn't cut your literature order because your group is having a hard time keeping up with your bill or not making a long distance call that needs to be made because your phone bill is getting too high and there's no money in the treasury.

There are many ways to finance your TDU activities—garage sales, monthly pledges, fund raising dinners, asking people to chip in money from time to time. These only work a few times before you begin to narrow your financial base to only the most didicated. Some fund raising efforts are extremely time consuming for the return. There's one fund raiser which is fairly easy and, if done thouroughly and carefully, will bring in a considerable amount of money.

Keeping a solid financial base under TDU is extremely important for our movement. Some of the old chapters need to shape up and do better, new chapters should get off on the right foot, and TDU newsletter groups should take heed too.

With this introduction, read the following piece by "Dollar" Bill from Pittsburgh:

So you ain't got no money, eh? Down and out? It's almost time to print the next issue of your TDU newsletter. The TDU National Office just called saying to pay up your literature bill.

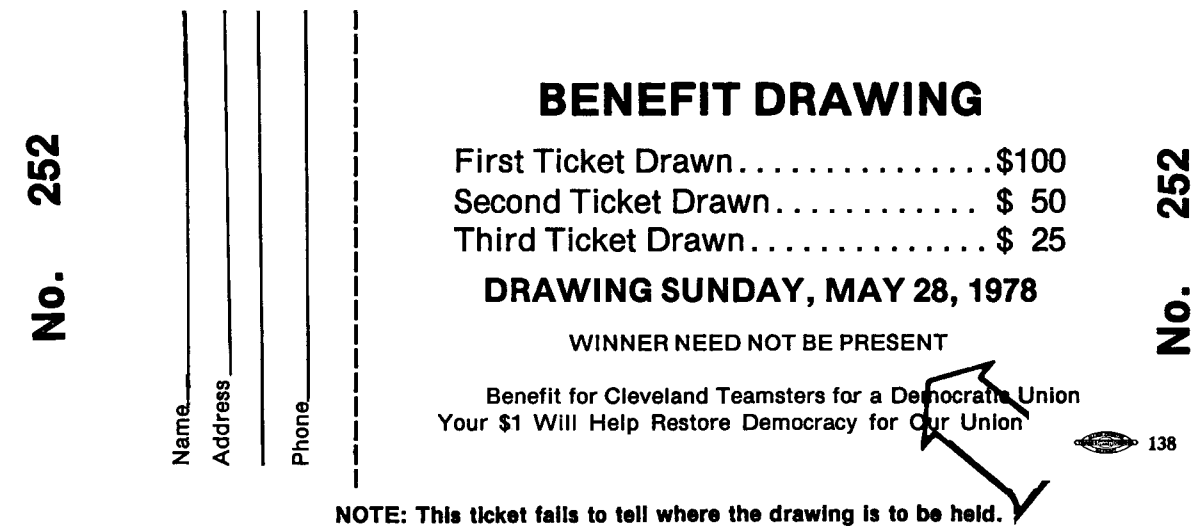
Rob a bank? Become a corrupt official and use the members' money? No, TDU would throw you out. Hit your co-workers up AGAIN? Gambling?

Yeah! That's right, a LOTTERY!!! Now a lottery is pretty simple to run as long a you remember some basics.

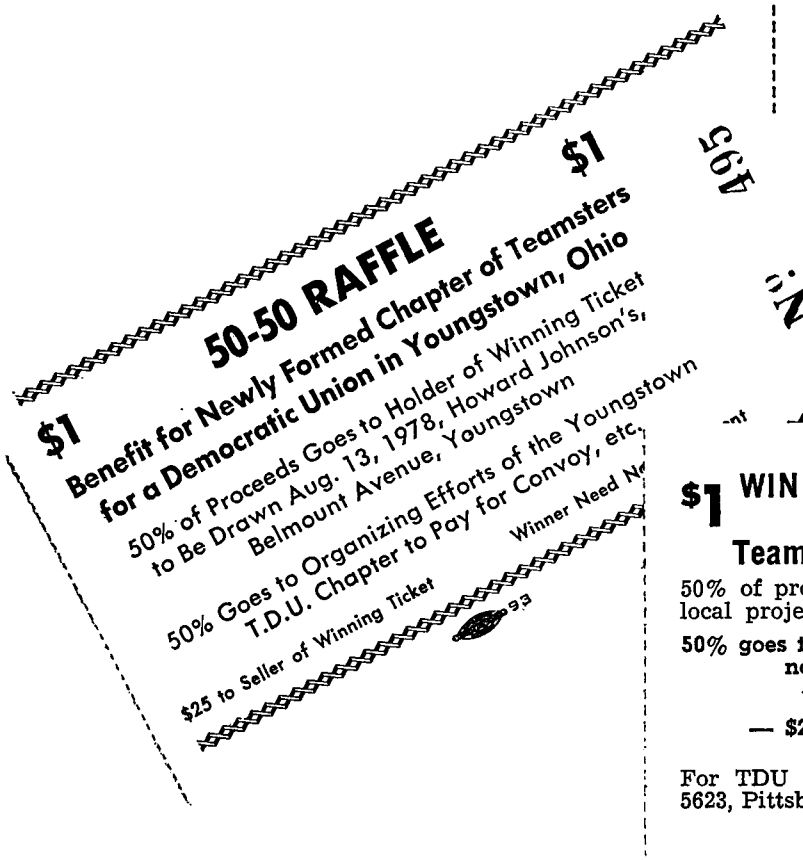
1. Always award as prizes at least one-third to one-half of the total worth of all the tickets printed, or the equivalent in merchandise.
2. Never print a whole lot more tickets than you can probably sell, because if you print 2000 tickets and offer a $1000 in prizes and only sell 900 tickets, you are in TROUBLE!!!
3. **Always** have one person who is willing to keep track of every ticket sold and who sold it. The worst thing you can do is to run a sloppy raffle. And if you are running a crooked one, TDU won't have anything to do with you and others won't have anything to do with a TDU Raffle or Lottery in the future.
4. Your TDU group should decide on an ending date. Make sure you give yourself at least 6-8 weeks from start to finish **selling** time, not counting the time to get the tickets printed.
5. Decide how you want to run your raffle or lottery. There are a million different ways to run a raffle or lottery. The most common is this. You try and sell 1000 tickets with $500 in prizes. This is sometimes called a 50/50 raffle. The winner gets half and the TDU group gets half of all the tickets sold. Decide all these things.

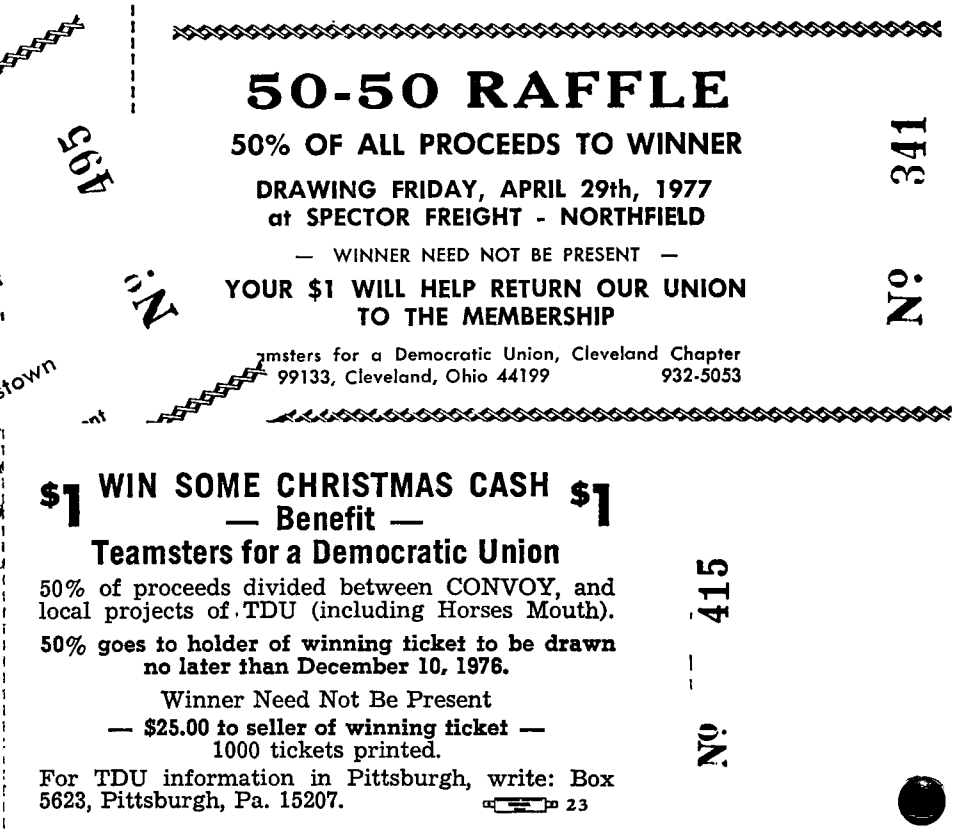
Then you take the information to a

**EXAMPLES OF RAFFLE TICKETS**




**NOTE: This ticket fails to tell where the drawing is to be held.**




**printer** who will put the union label on everything and have the tickets printed and numbered. One half of the tickets wil give all pertinent information and the other half will be the part that gets turned back in for the drawing. And when I say pertinent information, I mean everything—sponsoring group, list of prizes, ending date, where profits go, and where the drawing will be held. This should cost you about $25.00.

7. Now comes the hard part, selling them. If you have a good crew of members, sympathizers, and supporters, it can be easy. If you've been doing your job for TDU, getting **CONVOY** out, etc., then you should get a good reception. If you don't have all this going for you, you can still do a decent lottery if you have a committed 10-15 people. Some folks who won't join TDU will buy a raffle ticket because you are offering them a low level way to get involved as well as offering them a chance to get something back.

8. About two weeks before the end, start making the phone calls to round up the sold tickets and maybe redistribute the unsold ones to some sellers who had better luck. This step is **crucial**! If you don't remind people, they forget to turn them in. And if it comes time to do your drawing and 100 **sold** tickets are still out in the streets....well, sometimes you can postpone the drawing and sometimes you can't. But I'd rather drive an 18-wheeler over a mountain in a blizzard than have to track down and return those 100 tickets to the buyers.

9. So the big date comes and you have your drawing. **Always** have the drawing in a public place, like a TDU meeting, or even a bar where there's lots of Teamster customers.

10. It also helps if you get someone to do the drawing who is not connected with TDU. And that's it. Now all you have to do is deliver the prizes and get **signed receipts**.

## WHY WIVES SHOULD BECOME INVOLVED IN TDU

Today there are many forces that work against marriage and family life. Problems on the job can cause strain on the homefront. For the working Teamster, especially road drivers who have to spend much time away from home, a choice must often be made between spending time at home and making enough money to make ends meet. Society gears the husband, as the principle wage earner in many families, to bear all of the burden of performing well on the job despite countless work related problems. Men are conditioned to keep their job difficulties to themselves and feel that they shouldn't bother the wife and family with them. Many wives, therefore, do not even know what problems their husbands face at work, much less comprehend how these problems effect him and, eventually, her and the family. If a wife understands why issues like the right to strike and improvements in the grievance procedure are important to her husband and to his livelihood, she can begin to understand the need for organizations like TDU and can appreciate the need for both her husband's and her own involvement. A concerned and informed wife can be a tremendous asset to TDU and an invaluable ally to her husband. After all, a Teamster who hassles with the Union over little or no representation and with the company over conditions and pay, can't sustain that fight very long if he also has a battle on the home front over the time he spends in TDU!

## WAYS TO BE INVOLVED

Unlike the Teamsters Union, the TDU encourages wives to take an active part in the organization. A wife can be involved in any capacity, from serving on the International Steering Committee to writing an article for the local chapter's newsletter. The place for her to start is at the learning level. If a husband is reluctant to communicate all the facts about the company and the Union to his wife, there are other ways for her to get this information. The TDU publishes booklets and pamphlets about different points of interest to the rank and filer. The CONVOY, the monthly TDU newspaper, provides up-to-date information that the Teamster wife can easily understand. TDU chapters can encourage wives to learn by holding educational workshops that provide them with the facts they need and answer questions about TDU, the Union, etc. This can also be done in the regular chapter meetings. Wives will feel more at home and comfortable at TDU meetings if there is a PROMINENT NOTATION on all meeting announcements that wives are always invited to attend and participate as full members of the organization. Wives who are attending their first TDU meeting should be greeted by older chapter members, especially other wives, and should be encouraged to speak out and ask questions.

What about the wife whose husband firmly believes that she would be bored at a TDU meeting or that she wouldn't understand what was going on? Even if he feels this way, he should at least invite his wife to one TDU function or meeting. Chances are that he will be surprised how much she does understand and how interested she really is once she can see for herself what TDU is all about.

Local chapters are good outlets for wives who want to take an active role in TDU. Whether a chapter is very large or relatively small and inactive, wives can be a vital part of the communication network within the chapter. Since many Teamsters' jobs involve irregular hours



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or out-of-town driving, wives must often be the ones to relate news within the chapter and information and requests to the International TDU office. Contact can be made by telephone calls, letter writing, literature and CONVOY distribution, and the planning of meetings and social events. Local newsletters are often a vital link in this communication chain. Even in a small chapter, a newsletter can be organized. Wives can help write the copy, edit and proofread, coordinate articles, and handle the printing and distribution, giving all interested chapter members a chance to participate.

## A SPECIAL NOTE

Wives who are active in TDU and who contact other TDU members should take note. When calling a man who is an active member of TDU, you will probably speak with his wife and family often. It's best to be very businesslike when you make these calls, always identifying yourself as a TDU member, and the wife of so and so if it makes it easier, and giving the reason for your call. Make a little extra effort to get better acquainted with the wives when you can. Following this guideline will help you in making contact with other wives and will make these wives more comfortable about their husbands' TDU activities.

## RELATING TO WIVES WHO ARE RELUCTANT TO JOIN TDU

Ideally, all wives will become active members of TDU. However, many wives feel uncomfortable or out of place going to a TDU meeting, even though they may have an interest in TDU. Some husbands may resist the idea of their wives becoming involved in TDU. For women Teamsters, their husbands may resist being involved in TDU.

Social gatherings like picnics and parties can be sponsored by the chapter to help remedy this situation. In a more relaxed atmosphere, a spouse can feel more free to ask questions, listen in on discussions, and hear about other wives' experiences and feelings about the TDU. There should also be events that include the entire family, gatherings that provide games and entertainment for children, too. Everyone in the chapter should be able to attend at least a few of the functions, but it is up to the chapter to make it as easy as possible to do so.

Wives who are already active in the TDU should do what they can to encourage new wives to join. Sometimes this involves spending a little extra time——making special phone calls or paying a little extra attention to newcomers at meetings or social events——but it's worth it. Husbands can do their part, too. If a husband encourages his wife's interest and involvement, she is less likely to resent his time spent on TDU activities. A husband who can involve his wife in TDU activities will gain not only moral support for his own involvement, but also will gain a valuable ally in the movement. After all, TDU wives have already demonstrated how much time, talent, and energy they can bring to TDU.

# WIVES IN THE T.D.U.



The following letter was printed in the L.A. GRAPEVINE in February, 1979. The sentiments expressed by Mary Allen in this letter typify the concerns of an involved TDU wife.

A wife shares the most important partnership that exists. She is co-partner with her husband in a marriage contract and is therefore equally responsible for the success and well being of that contract. I feel very strongly that the Teamsters Union have seemingly forgotten that they were originally organized to protect the employees not the employer, as I have personally seen.

My husband started working for Acme Fast Freight in 1956. When the law was passed that carloading companies could not deliver their own freight a trucking company was formed to deliver that freight. We went through four different trucking companies in twenty-one years. There was a struggle with each new company that came in for the drivers and dockworkers to keep their jobs. They lost their vacation seniority when the third company came in. On Labor Day weekend 1977, the drivers and dockworkers at Acme-All-Trans received telegrams notifying them that All-Trans went out of business.

Now listen to this ladies, please: it could be you and yours.

All those years my husband was in Local 208. Then we found out that Acme had moved to Carson, and that Local 986 had signed a contract with Intermodal Container, which had been contracted to deliver Acme's freight. Let me ask you this: could you live with dignity if your husband was the only one employed on $5 an hour? So, you see, my husband's job is as my own, his wages, his benefits, but most important of all, his job security.

A psychologist recently wrote that the trauma of losing one's job was equal to losing someone in the family. I wouldn't go that far, but there is something to it.

That's why I am active in TDU, because I'm needed to support the efforts of TDU to get the Teamsters back to what they once did, protecting the Rank and File.

Mary Allen

## BUILDING UP TO AN ELECTION

In a sense TDU Chapters are always running for office, or laying the foundation for it. When we fight to protect a member's job, or for good contracts, or to reform the bylaws, we are also showing what a good local union leadership should be doing. TDU shows in *action* where we stand by actively working to improve our union.

So TDU Chapters and TDU leaders are not consistently harping on "If I were in office, I'd clean this up..." Instead we are working to clean it up, involving the rank and file in our own union. This is exactly what local union officers should be doing.

### Fighters & Issues

TDU Chapters and leaders, if they are doing their job, are building a reputation as *fighters*, and as people who deal with *issues*, not personalities. For example, in Green Bay the TDUers were closely identified with the fight against the "Special Commodity" contract that was imposed on 400 drivers there. In Pittsburgh TDU was identified with the fight against "productivity standards." In St. Louis Local 604 some TDU members were identified with the fight for a good carhaul contract. So when these people ran for office, they carried that reputation as fighters for the rank and file.

Sometimes rank and file members want to hear the easy answer—something like, "The current local president is on the pay-off. If you elect me, your problems will be over." TDU Chapters must always resist this kind of temptation. We have to tell members the truth, which means it will take rank and file involvement and action to change the union. Changing officers is only a part of this process. TDU doesn't run for office to "solve the problems" but to involve the members and stand up alongside the members.

To sum it all up, TDU Chapters are "campaigning" for office through our ongoing activities.

## -CHOOSING CANDIDATES-

The common practice in many locals is for one person to pull together a slate of friends or supporters to run. Sometimes people get next to a potential officer just to ride on his or her coattails.

TDU candidates should not be self-selected. They should be chosen by the chapter, after consideration by the steering committee and the chapter as a whole. There may well be recognized TDU leaders who people expect to run, but even then what position they run for, when they declare, etc., should be discussed by the chapter and democratically voted upon.

For example the Pittsburgh TDU held several meetings and discussions in mid-1978 to decide their election policy. Many factors were considered and what came out was a chapter decision, not an individual one. The Pittsburgh TDU decided Mel Packer should run for President of Local 249 even though another man may have drawn more votes. The Chapter wanted to project the best member they had for the top job even though Mel would have likely won had he run for BA. The campaign succeeded in electing TDUer Rege Miller to a position on the Executive Board and built TDU's reputation as a group with principles.

### What Type of Candidate?

What type of people should be selected to be TDU Candidates? Ideally, they should be proven fighters and TDU builders. People who "agree with TDU but can't mention it publicly just yet..." are not the type of candidates we need.

Naturally you want to broaden your chapter and bring in new forces. So you may be running some candidate(s) or backing candidates who are new to TDU. But you should not grasp at any straw that comes along—you will likely regret it later. If you have new people as candidates it should at least be in conjunction with long-time TDUers.

Ideally your candidates, in addition to being solid TDU members, will also be well-respected in your local—stewards from large barns or shops. It is helpful if your candidate is outspoken and knowledgable at union meetings well before the election. Anyone who addresses important issues at union meetings earns a good reputation, even though often times not many members attend meetings, word spreads about someone who stands up for the rank and file.

### Choices to Make

An important issue for your chapter to decide is whether to run a full slate or a partial slate for office. This depends on many factors. One factor is the strength of your chapter. If

you are a large chapter and the only opposition force in the local, many people will expect you to run a full (or majority) slate for the Executive Board.

Sometimes a chapter will not be able to field an election effort. If your chapter is just starting or too weak, there is no point in advertising that fact. You will be in a position of being forced on the sidelines.

In general, if there is no other opposition to the incumbents, then TDU can use the occasion to build its reputation and provide a choice to the voters. But if there is an opposition slate in the field, then we will have to be more cautious in running when we are new or weak.

Even when not fielding candidates, you may be supporting one slate or another (partially supporting), or you may be able to point out what the issues are to all candidates, sort of a watchdog role in the election.

### Partial Slates

Many Chapters have decided to run *partial slates* for two or three positions, especially the Trustee positions or other non-full-time positions. They are aiming to be an effective watchdog within the local, and to keep the other officers on their toes and to keep the rank and file informed. This will put some TDU activists in positions to be very good spokespersons for the rank and file, yet not be a head-on challenge for power in the local where the chapter may not be strong enough to support it.

In locals where there may be other forces running against the incumbent candidates, sometimes an alliance can be made. In this way, TDU is not backing the other candidates but they agree not to "split the vote" by running a three or four way race. The Detroit Metro Chapter in a major local attempted to make such an alliance, but the other rank and file slate refused. TDU still ran only three candidates to display a desire for unity. The vote-splitting situation caused the incumbents to win with a minority vote. But TDU gained because the members could see who stood for unity, and a valuable lesson was learned for the next election.

Similarly, your chapter may be backing candidates who are not TDU candidates. You can back them as they may be, in your chapter's opinion, a better slate than the other one running. But you don't want to identify TDU too closely with some slate that is unwilling to join TDU or stand on TDU principles.

## -TIMING OF A CAMPAIGN-

Any political campaign needs to be well timed. To win a union election, it's the same. Some people are perpetual candidates, and earn a bad reputation as a result. Others run too soon and "peak" their campaign before the election. Or you can run too late and never establish yourself as a serious contender.

Timing depends in part on local conditions and traditions. In Local 407 in Cleveland most candidates run hard for about six months and by election day every telephone pole in town is covered with stickers. But in some other locals people usually emerge just around nomination time, a month before the election.

In some locals, the officers have made last minute changes in the timing of the election. Article XXII, Section 4 of the International Constitution specifies that elections shall be in November or December, but allows them to be moved earlier with the approval of the General President. You can bet that if a local officer warns Frank Fitzsimmons that TDU is making a strong challenge, then Fitz will allow them to move up the election if they want. For example, in Local 886 in Oklahoma this trick was pulled to move up the election up by two months and catch people off guard.

### Guidelines on Timing

Here are some guidelines on timing of a local campaign:

- *Organize before the campaign.* Have fund raising plans, plans for literature, and beginnings of your campaign organization shaped up before you start campaigning. *Planning* your campaign should start *at least six months* before the election, with plans being laid by the chapter steering committee or election committee.
- *Don't start too soon, but it's worse to start too late.* You want to establish the TDU candidates as credible and gather steam behind them. You want time to hit on a few key issues.
- *Some timing is crucial.* For example, if you are doing a mailing to the whole local (which is your right), it should be well-timed right before the election, especially in a mail ballot situation.

## THE ISSUES

TDU Campaigns should always be run on issues, not personalities. If your chapter has been doing its job, it will be well-identified with some issues long before the campaign, issues like bylaws reform, representation, or

holding democratic union meetings. Your campaign should be a continuation of your efforts on other issues.

You cannot run on a million issues or promise the moon. This point was emphasized at a TDU election workshop by Jack Vlahovic of Local 213—talk about a few issues, issues which you can do something about.

### Be Specific

Running on a TDU platform does not mean running on general TDU stands, as for example listing the TDU Bill of Rights on your campaign literature. People respond to *specific issues* that affect them. You must adapt our general principles to the specifics of your local situation. This may mean specific bylaws reforms. It may mean specific contract issues that affect sections of the local, or specific changes in the way grievances are handled by the BAs. Nobody wants to hear generalities, even good TDU-generalities!

This is one reason why being identified with one or more specific struggles in your local is so important—it means your chapter is related to a real issue that is felt in the hearts of the members, and you are the people who have fought for it.

In Pittsburgh the TDU Chapter has been fighting the introduction of productivity quotas at freight barns. When the election campaign came along, the TDU candidates came on strong on this issue—that they stood for a fight against productivity. All the other candidates then climbed on the bandwagon, but it was obvious to the members who really meant it and had been doing, not just talking.

## — THE INTERNATIONAL —

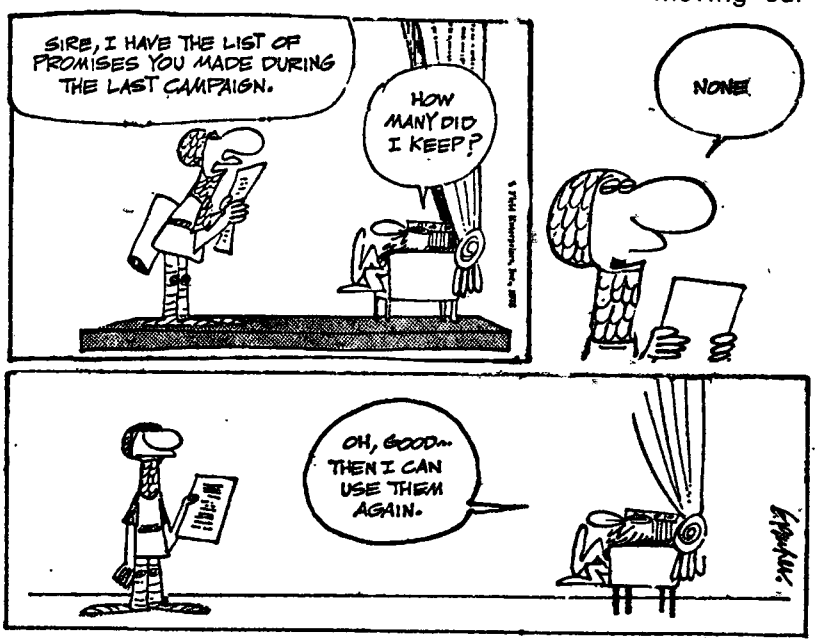
There is one issue that should be part of every campaign that TDU Candidates run in—and that is our International Union. The only way our present International officers and International Constitution can be changed is with the aid of local officers willing to go to the International Convention and make some changes.

Also, hundreds of thousands of members are covered by national and regional contracts negotiated by the International. Anyone who isn't willing to take a stand on these issues will fall short as an officer. TDU Candidates should stand for such planks as:

- We stand for a democratic Teamsters Union, with the right to vote for all International Officers given to the rank and file.
- We stand for an end to corruption in pension and H&W plans.
- We stand for an end to sweetheart agreements, and pledge to stand up against any that falls short of the members' needs.

### It Works

Even now, TDU is making some progress in moving our locals in this direction. In the recent car hauling national agreement, the heads of the three largest carhaul locals in the US refused to back Fitz's contract. By next contract, we need officers who will actually help to *lead* a movement for a good contract.




Naturally most of the issues in a local election will concern local problems. But you must not shy away from bringing up the issue of the internation in your campaign. If you do, you will be letting down on a basic TDU principle—the need to reform our whole union, from bottom to top.

# T A BETTER UNION - T.D.U. IS ALL ABOUT

## What We'll Do To Make It Happen

As Executive Board members, Dennis Wade, Walter Ruff and Pete Camarata will put specific motions before the new Executive Board to get the ball rolling on needed changes.

The active support of the membership is the key to meeting the challenges facing Local 299. To win this support, a new Executive Board must make clear it is not "business as usual" Some changes can and should be made immediately. Others will face roadblocks from the International or the employers.

These road blocks must not be seen as excuses to break promises, but instead as problems to be solved so the necessary changes can be made. Failure to act on a clear course of progress will only reinforce the apathy and cynicism of many members. This could set our Local back for years.

Any suggestions from the membership on other matters which should be introduced are welcome. Any constructive improvements on these motions will also be welcome.

**IMMEDIATE ACTION**

- We will move for an **immediate membership vote by craft on BA** candidates to guide the President in his appointments under the **current** bylaws and for a clear executive board policy to honor membership votes on stewards.

We will later seek a bylaws amendment requiring elections in the future. We will push for aggressive action by the Local to allow those elected to office or BAto retain their seniority.

- We will move now for a clear executive board committment to honor membership votes in filling any vacancies on the board in this term. Also, establishing now a policy of elected negotiating committees for all Local contracts, riders, etc. and simple majority votes on all such contracts.
- We will move for the immediate publication of a local newsletter and for the formation of a rank and file committee to set a timetable for establishing a hiring hall and to investigate and report on the procedures and operations of existing hiring halls in locals like Pittsburgh, Los Angeles, and Oakland, Ca.

### Pete Camarata Vice President

Pete is a dockman and elected steward at Earl C. Smith Co. and has been a member of Local 299 for 10 years. He was elected delegate to the 1976 IBT Convention and was the only one to stand up to Fitzsimmons, putting forward motions to democratize the union and reduce Fitzsimmons salary. He was beaten up for these efforts, but that hasn't stopped Pete. He lead the recent by-laws campaigns and has consistently fought for better conditions on the dock. When Pete is needed, he's there, backing up the rank and file all the way. The Hall knows this and it scared them enough to try to expel him. Under that kind of pressure, Pete stood up - just as he will as Vice President of Local 299.

### Walter Ruff Trustee

Walter is a dockworker and committeeman at Jones Motor. For 27 years he has been an active, involved member of 299.

Walter doesn't wait - he leads. He was one of the very first organizers of Teamsters for a Dececnt Contract (TDC) in Detroit. Years ago he saw casuals would undermine jobs and conditions and he hasn't stopped fighting it since.

You can always count on him to be there. During the freight strike, he went round the clock. When Dave Johnson retired, Walter was right there, saying 'give the membership a vote'. During the fight against trusteeship, he was active keeping Frank Fitzsimmons out of 299's affairs. And during the fight for Democratic bylaws. That's the kind of reliability we need in our trustees.

A portion of an election mailer, a 4 page newspaper type. It hit on the issues, had newspaper clippings on the activities of TDU in the area, pictures of the candidates, and presented a strong image of TDU. One attractive piece of literature is a big asset.

## LITERATURE

Literature and other campaign materials are an important element of a campaign. There are many possibilities. For example in Local 213, candidates issued:

1. Several individual campaign leaflets, each one with the issues, the candidates and their qualifications, and a sample ballot.
2. A special union election newspaper with the issues, the candidates and qualifications and a sample ballot.
3. Wallet size voting cards with the platform and candidates and a sample ballot.
4. A wall poster about 2' x 3' with a picture of the principal candidates, the platform and a sample ballot. This was for use on union bulletin boards.

(See examples on next page)

Local 213 is spread over many hundreds of miles and a very large local. Most campaigns will not have that much.

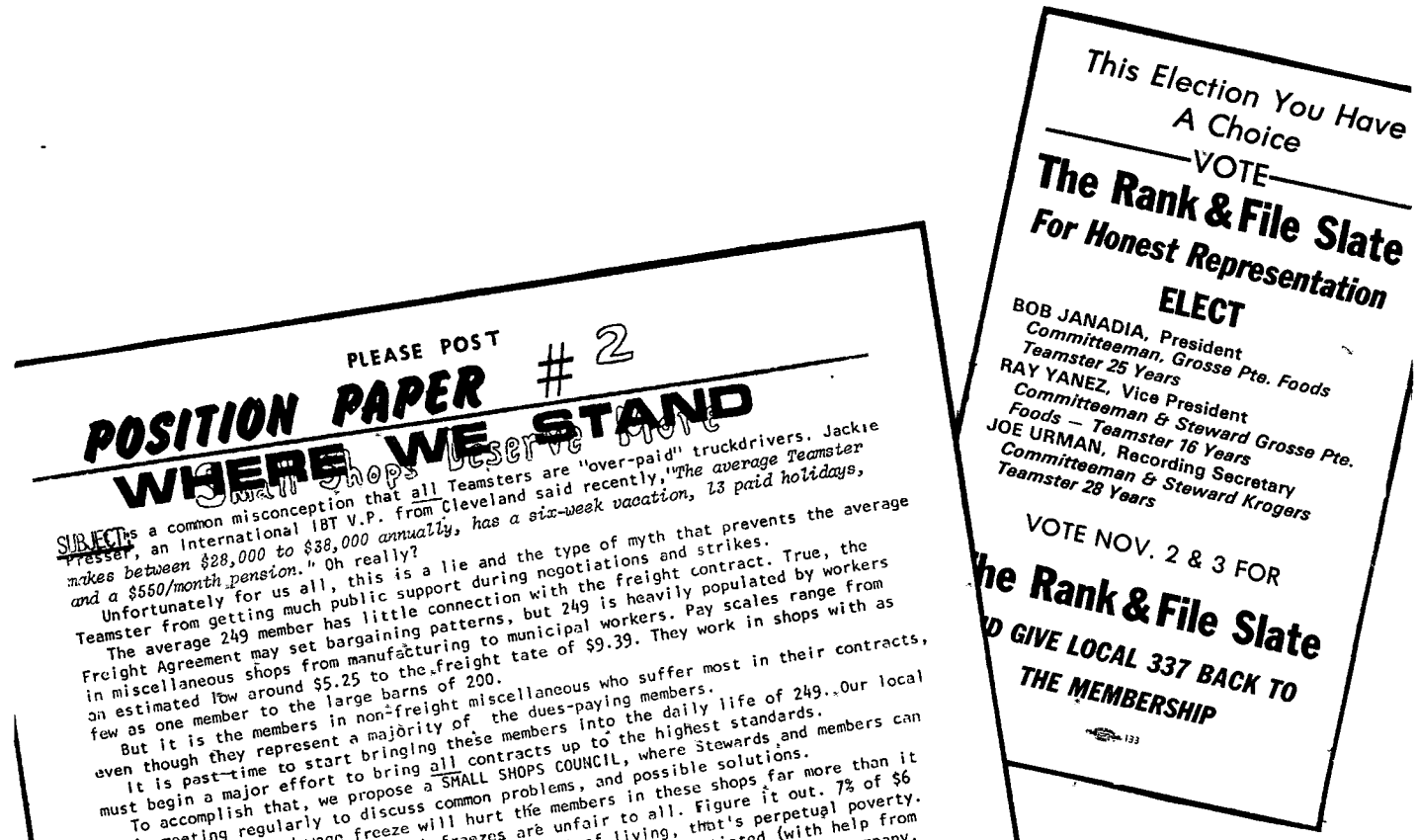
### Position Papers

In Pittsburgh, TDU candidates ran "position papers" (one of which is reproduced here) which came out each week. There were four of them, hitting four important issues. The one shown on the next page on "small shops" was one of the most popular and effective. Note that these were mimeographed and produced very cheaply.

It's a good idea to have one extra-special piece of literature, perhaps like a 4-page newspaper, which gets mailed to every member of the local. TDU campaigns will generally only be able to afford one mailing, so you have to make the most of it.

### Caution on Literature

An important caution on literature. Literature given or mailed to people who have *no* personal contact with your campaign will have little effect. Personal contact is vital! Your literature will reinforce your supporters, will help back up your personal contact, will help firm up your backing. But few people will vote for someone they only know through a piece of campaign literature.



This Election You Have
A Choice
—VOTE—
**The Rank & File Slate**
**For Honest Representation**
**ELECT**
BOB JANADIA, President
*Committeeman, Grosse Pte. Foods*
*Teamster 25 Years*
RAY YANEZ, Vice President
*Committeeman & Steward Grosse Pte.*
*Foods — Teamster 16 Years*
JOE URMAN, Recording Secretary
*Committeeman & Steward Krogers*
*Teamster 28 Years*
VOTE NOV. 2 & 3 FOR
**he Rank & File Slate**
**D GIVE LOCAL 337 BACK TO**
**THE MEMBERSHIP**
133

Small handouts like this can help get the vote out.

PLEASE POST

# POSITION PAPER #2

## WHERE WE STAND

### Small Shops Deserve More

SUBJECT: Presser, an International IBT V.P. from Cleveland said recently, "*The average Teamster makes between $28,000 to $38,000 annually, has a six-week vacation, 13 paid holidays, and a $550/month pension.*" Oh really?

Unfortunately for us all, this is a lie and the type of myth that prevents the average Teamster from getting much public support during negotiations and strikes.

The average 249 member has little connection with the freight contract. True, the Freight Agreement may set bargaining patterns, but 249 is heavily populated by workers in miscellaneous shops from manufacturing to municipal workers. Pay scales range from an estimated low around $5.25 to the freight tate of $9.39. They work in shops with as few as one member to the large barns of 200.

But it is the members in non-freight miscellaneous who suffer most in their contracts, even though they represent a majority of the dues-paying members.

It is past-time to start bringing these members into the daily life of 249. Our local must begin a major effort to bring all contracts up to the highest standards.

To accomplish that, we propose a SMALL SHOPS COUNCIL, where Stewards and members can begin meeting regularly to discuss common problems, and possible solutions.

Carter's proposed wage freeze will hurt the members in these shops far more than it will hurt those in freight, though freezes are unfair to all. Figure it out. 7% of $6 an hour is a 42¢ raise. And when you have no cost of living, that's perpetual poverty.

The way to start changing this is to have all contracts negotiated (with help from 249) by elected rank-and-file negotiating committees, the ones who know the company.

Municipal workers, and there are many in 249, have a special problem. Every time they go for a new contract, the employer threatens to raise taxes and that turns the residents against our members. We believe this union must start using our muscle politically to demand more federal revenues so municipal employees can make a decent living. Until we win that demand, city workers are caught between a "rock and a hard place".

To aid small shops in negotiations, we need to do corporate research. One of the two rooms used for the 249 President's office could be turned into a law library and research room, where members could study stock reports and industry reports to discover a company's real profits. Often, the local company pleading poverty is really owned by a giant conglomerate that has phenomenal profits. Knowing this helps us negotiate.

As officers, we would also use the media to tell the true story of the average member and try to build public support whenever negotiations get tough.

But to make all this happen, we need new leaders with new ideas. We pledge to fight for these changes. Ask the other candidates if they agree. If they do, tell them to put it in print. We did, and this is part of our contract with you.

(Mel Packer was formerly the Steward at a small shop, Robert Fulton, for 2½ years.)
(Rege Miller was a former member of #926, a mechanic at Don Allen)
We both know and understand the problems of non-freight shops.

## from: Mel Packer & Rege Miller

TDU CANDIDATES FOR PRESIDENT AND TRUSTEE IN TEAMSTER LOCAL 249
If you have questions or want to help, please call 421-1691.

*(Labor donated by W. Pa. Teamsters for a Democratic Union)*

Simple flyers like this were issued weekly in one TDU campaign. This one on "Small Shops" was very popular and got wide distribution and interest in many shops in the local.

# ORGANIZING THE CAMPAIGN

Building your campaign for office is similar to building TDU. It is above all else a matter of *involving people*. Your goal should be to get people from a wide number of shops and jurisdictions to take part in the campaign. Some examples: Well in advance of an election, you have to have plans to reach the jurisdictions where you are not well known. The incumbents know everyone, because every shop is covered by at least one BA. Of course, if their service to the rank and file is lousy, this may help you! But you can't count on that—and you don't want to be a johnny-come-lately at election time. So TDU has to reach the various shops, especially the larger ones, through campaigns prior to the election campaign.

## Nominations Meeting

You must, of course, be nominated and seconded by a member in good standing at the local nominations meeting (See Article 22, section 4 of the IBT Constitution). The nominations meeting can be used to boost your campaign if you can get a large turnout of supporters. This kind of visable support in the union hall can make your campaign more serious and rally enthusiasm among your network of activists.

## Endorsements

- In a number of TDU campaigns, people have used "endorsements." For example have 3" x 5" cards printed up to use to get people to sign as willing to endorse the candidates and allow their name to be used. This gets people committed to backing the slate, including people who are not TDU members.

- Endorsements, pictures, and statements from stewards or other members can be used effectively in literature. Don't just have the literature be from the candidates, but also some can be signed by other members, whether they are in TDU or not.

## Network of Activists

- One effective technique within a shop, warehouse or barn is to get a supporter there to write a letter of endorsement to his workmates. Again this helps build a *network of activists* in the campaign.

- *Every* shop in the local should be hit if possible for support, literature and visits. Try to get someone in each barn to post your materials. Sometimes it is very difficult to locate them all. The TDU Office can give you some tips.

- Stickers and other means of visibility. Get people sticking them up.

- Public events can be called to gather your backers, build enthusiasm and make a show of strength. Of course you have to be careful to make sure you show strength and not weakness! See fund raising also.

## Personal Contact

- Candidates must be *visible* and self-confident. Personal contact makes a difference. No-one is interested in backing someone who doesn't have faith in herself or himself. It is very important that your candidates take a leave of absense from work for a few weeks to go out and meet the people and talk issues with them. It helps also to have your prominent supporters do the same, if possible. In one case a TDU member who won took off eight weeks to campaign solidly. In Local 332 (Flint), the Rank and File Slate used a camper as a portable Headquarters and travelled from shop to shop.

- Reach as many jurisdictions as possible. Just as you try to have balance on your slate from various parts of the local, you should try to *reach* and *involve* people from all parts of the local.

- Involve people in campaign organization and decision-making. Expand your campaign committee to include new people. You have a lot of jobs to get done, and giving people responsibility is the *best* way to involve them.

- Involve wives also. In Green Bay Local 75, wives put together an almost complete mailing list for the local by using the "city directory" which is available in many towns, and did a mailing on behalf of TDU members without even using the official membership list! This kind of grassroots initiative always pays off in terms of new people getting active.

- Use the media. It helps show people you know how to handle yourself and are a viable force besides getting some publicity.

- Be prepared to work hard. If you aren't serious, don't start. Like any serious TDU or union activity, it takes work and dedication. If you are not in office and running against the incumbents, they will have the advantages. Be prepared to work hard enough to overcome those handicaps.